



# **A Guide to Secretarial Support Services For Credentialed Professional Staff**

Produced by Medical Affairs  
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*Financial support  
might be available for  
secretarial expenses  
for Clinical Academic  
Professional Staff  
through your  
Department's  
envelope dollars*

*Professional Staff  
could choose to be the  
employer and would  
be responsible for all  
aspects of the  
employment  
relationship.*

## **INTRODUCTION**

Clinical Academic Credentialed Professional Staff (Professional Staff) with an active appointment at St. Joseph's Health Care (St. Joseph's) and London Health Sciences Centre (LHSC) *might* receive financial support for secretarial expenses through their home department. This should be discussed with the Administrative Officer of the department.

## **SECTION 1: WHO IS THE EMPLOYER?**

### **Option 1: Professional Staff as Employer (Private Hire)**

The Professional Staff chooses to hire the secretary privately (Private Hire), and in this case is the legal employer and is responsible for all aspects of the employment relationship including, but not limited to: position description, recruitment, hiring, pay and benefits, vacation, sick time, termination and severance pay. As an employer, the Professional Staff must ensure compliance with the Employment Standards Legislation. With this option, all responsibility, accountability and liability rests with the Professional Staff.

Please note that the hospital may deem a private hire inappropriate due to a previous hospital termination or for other work related issues. In this case, the Professional Staff will be asked to hire another candidate.

In consideration of allowing the Professional Staff to hire his/her own employee to work within offices supplied by the hospital, Professional Staff choosing this option must sign the **"Employer Declaration and Release"**. This form can be obtained by contacting Roxana Caraman, Coordinator, Medical Affairs at extension 75130. Once the original is signed and returned to Medical Affairs we will look after arranging system access for your new employee. This needs to be done as soon as you have the name of your new secretary. In order to obtain systems access the helpdesk requires at least 5 business days.

### **Option 2: Professional Staff to Hire Secretarial Support Services Through the Hospital**

The Professional Staff chooses to hire secretarial services through the hospital on a cost recovery basis. The Professional Staff, in consultation with Medical Affairs and Human Resources, will identify resource needs in terms of FTE (hours of work), length of term, etc. The hospital, as the employer, will provide assistance in terms of recruitment, selection, and orientation, through the department of Human Resources. The Professional Staff will provide day-to-day supervision for any support staff hired through this option, and must do so in compliance with hospital policies and relevant collective agreements. Human Resources will be available to provide guidance in all these areas.

*If you choose to purchase secretarial services through the hospital, Human Resources will provide assistance with hiring, administer payroll, negotiate terms of employment and provide support for any HR related issues.*

Professional Staff choosing this option must sign a “**Secretarial Services Purchase Agreement**”. This form can be obtained by contacting Roxana Caraman, Coordinator, Medical Affairs at extension 75130. Once the original is signed and returned to Medical Affairs, we will look after arranging system access for your new employee. This needs to be done as soon as you have the name of your new secretary. In order to obtain systems access the helpdesk requires at least 5 business days.

***1.1: If my Secretary is a Hospital Employee, How will the Hospital be Involved?***

The hospital provides payroll services, administers benefit plans, determines and/or negotiates terms of employment (including policies and salary), handles statutory deductions and remittances, and prepares T-4 forms. Management matters, such as hiring and performance management, are handled by the Professional Staff in partnership with Medical Affairs and the hospital. A Human Resources professional is available at both hospitals to provide advice and support. At LHSC, the Human Resources contact Laura Briant at ext 34207. At St. Joseph’s, the Human Resources contact is Karen Topfer at ext. 65599.

***1.2: If my Secretary is a Hospital Employee, What are my Rights and Responsibilities?***

Your management responsibilities include setting performance standards, monitoring and evaluating performance (this includes a three-month probationary review, as well as biannual performance reviews), ensuring appropriate orientation and timely completion of mandatory training modules and approving exception times (vacation, educational, bereavement, sick, etc.) and requests for discretionary time off. You are also responsible for compliance with the Human Resources policies of the institution (or collective agreement provisions where applicable). In any matters affecting the employment relationship, such as hiring, terminations and any proposed changes of status, you have an obligation to work in partnership with Medical Affairs and Human Resources.

***1.3: If I Share my Secretary with Other Professional Staff, What are my Responsibilities?***

In many instances, an individual secretary is shared by two or more Professional Staff. The extent of each individual Professional Staff’s responsibilities and obligations is relative to the proportion of secretarial time allocated to the Professional Staff. For example, if three Professional Staff share a secretary such that one-third of the secretary’s time belongs to each Professional Staff then each Professional Staff is responsible for one-third of the costs associated with the arrangement. In these shared situations all Professional Staff involved must ensure

***Contact:***

***LHSC***  
34207 Laura Briant

***St. Joseph’s***  
65599 Karen Topfer

*Shared secretaries are the responsibility of all Professional Staff involved.*

that the management responsibilities are fulfilled. Each Professional Staff involved in a shared secretarial arrangement should complete the relevant secretary agreement.

#### **1.4: What Do I Need to Know About Employment Related Legislation?**

The **Employment Standards Act** governs conditions of employment in the Province of Ontario. Other legislation that impacts employment relationships includes the **Workplace Safety and Insurance Act** and the **Ontario Human Rights Code**. As an employer and/or manager of employees, you need to familiarize yourself with your legal responsibilities under these pieces of legislation. They can be found on the Government of Ontario web site at <http://www.ontario.ca/government/government>

## **SECTION 2: THE HIRING PROCESS**

Hiring processes may differ depending on the position requirements (e.g. site and hours of work) as the union/non-union status of medical secretaries varies across the hospitals. Medical Secretaries may belong to any one of the following groups, depending on their work location and hours of work:

- Full-time and Part-time – St. Joseph's: Non-Union
- Full-time (> 24 hours/week) - LHSC, Victoria Hospital: COPE\*
- Full-time (> 24 hours/week) - LHSC, University Hospital: Non Union
- Part-time (< 24 hours/week) - LHSC, University and Victoria Hospital: Non-Union

\* COPE - Canadian Office & Professional Employees Union

For general information on employment status, full-time vs. part-time, regular vs. temporary, etc. please click on the links below.

#### **LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM001&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM001&live=1)

#### **St. Joseph's:**

<http://intra.St.>

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF024&live=1](http://Joseph's.london.on.ca/policy/search_res.php?polid=STF024&live=1)

*We recommend that you be involved in the interviewing and hiring of your secretary – contact Medical Affairs prior to your arrival to discuss your involvement.*

You should discuss your involvement in the hiring process with your Medical Affairs in advance of your arrival.

#### **2.1: Beginning the Recruitment**

To initiate the recruitment process, please contact Laura Briant at ext. 34207 (LHSC) or Karen Topfer at ext.65599 (St. Joseph's) who will seek

approval to proceed from the Medical Affairs department. When the approvals are in place, you will begin working with Human Resources to identify the requirements for the position and develop an internal job posting.

A list of core competencies for all employees, as well as more specific executive/administrative assistant competencies can be found on the LHSC Human Resources website at:

<https://intra.lhsc.on.ca/learning-development/leaders/performance-development/employee-performance-development/competencies>

Job Fact Sheet templates have been created to assist with this process at LHSC; St. Joseph's will be able to provide a variety of previous postings that you can choose from depending on the education and skills you require of your secretarial support. The Human Resources Department will accept applications, forward them to you, help to create an interview tool, and participate in the interviews if required. If there are no suitable internal candidates, Human Resources will coordinate the external recruitment. Prior to your arrival, you should contact Roxana Caraman, Coordinator, Medical Affairs at extension 75130 to discuss your staffing needs, time lines and the specifics of the recruitment process at that institution. Medical Affairs will inform HR about the new hire request and will initiate a Position Action Form (PAF) which will trigger the posting for the position.

*Internal candidates have rights that must be considered before hiring externally.*

*For hospital-employed secretaries, you may do your own interviewing but you should keep Medical Affairs and HR informed at every step of the process.*

*Your Human Resources representative is available to help you prepare questions for the interview.*

#### **The LHSC corporate Job Evaluation policy:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM034&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM034&live=1)

#### **The LHSC Recruitment and Job Vacancies policy:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM002&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM002&live=1)

### **2.2: Interviewing Candidates**

Many Professional Staff prefer to schedule their own interviews with candidates; however, if you require assistance, please speak with your HR representative. If you have received applications from candidates directly, rather than from HR, you should discuss their eligibility with HR before interviewing. ***(Under the hospital policies and collective agreements, internal candidates have rights that must be considered before hiring externally.)*** Consulting with HR after the interviews have been completed is also an important part of the process to ensure that you have all the pertinent information (including references) before a decision is made. HR may be able to arrange for candidates to be tested either before or after the interview.

The decision to hire represents a major investment by the Professional Staff and the hospital. Furthermore, the interview is the tool that is most

relied on in the selection of the most appropriate candidate for a position. The interview is designed to meet a number of important objectives, but there are also some serious pitfalls if it is not conducted properly. A properly prepared, conducted and documented interview will help to prevent grievances and Human Rights concerns, and will assist with defending selection decisions in the event of either.

Your Recruitment representative is available to assist you in preparing an interview tool (a standardized list of questions) based on the qualifications required on the job posting. An effective interview involves preparation in terms of knowledge of the job requirements, a pre-planned format and semi-structure with sufficient flexibility to cover the topics in a smooth, unstructured conversation. Since past performance is considered to be the best indicator of future performance, candidates should be asked for specific examples of how they have managed relevant situations in the past. This approach is commonly referred to as “behaviour based interviewing”.

#### **Some useful tips on interviewing:**

- ▶ Ask open-ended questions and avoid, wherever possible, questions, which require only a yes or no answer.
- ▶ The questions you ask must relate to the candidate’s ability to perform the duties of the position. All candidates should be asked the same basic questions, although a candidate’s response to one or more of those questions may prompt another, more specific question on the same topic.
- ▶ It is unlawful to ask questions about race, nationality, age, religion, current or previous disabilities, marital status, family care situations and criminal or credit records. Asking an applicant for information relating to the above may result in a complaint being made against you under the Human Rights legislation or the hospital policy regarding Harassment and Discrimination. **You are able to ask if there is anything that will prevent the applicant from attending work on a regular basis.**
- ▶ Don’t rely on your memory; let the candidate know that you will be taking notes. This will allow you to assess each candidate’s responses relative to others.

A good interview is an exchange of information in which you can learn about a candidate not only by the questions you ask them, but also by the questions they ask you. As a good rule of thumb, you can expect to speak for 25% of the time and listen for the other 75%. As soon after the interview as reasonably possible, summarize your thoughts about the

candidate in your notes. Human Resources will need copies of the interview notes to complete the recruitment file.

### **2.3: Selecting the Best Candidate:**

Clearly identify the requirements of the position and select the candidate you believe will best meet those requirements. Keep in mind that both the **'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.) are important. The 'hard' skills are sometimes more easily assessed and it is in the area of the 'soft' skills where the value of behavioural-based interview questions often becomes apparent.

No decisions should be made or communicated at the time of the interview. Remember that an informal offer (or promise) of employment may be binding. References from previous employers are vitally important to the process. Obtaining references is a service most often provided by HR, however, if you prefer to check the references yourself, you should consult with your HR representative in advance to ensure you are aware of issues with consent and liability.

As part of the recruitment model, references are a mandatory practice. They are completed by Human Resources following the selection process (interview) for the potential successful candidate. LHSC requires at least two references, while St. Joseph's requires three references for the candidate

Consent from the applicant is required before you can begin to check references. In general, non-work related or personal references are not good sources of useful information. Work related references are essential. The preferred referee is an individual who was in a direct supervisory relationship with the applicant as he or she will normally be the person best able to provide the information you are seeking. If a previous or current employer or supervisor is not on the list provided, it is appropriate to ask the applicant's permission to speak with him or her. Written documentation of reference information must be kept on file in HR. Please remember that reference information is obtained in confidence and, except for HR, must not be released to any third party, including the candidate.

### **2.4: Offering the Position**

When you have discussed your final selection with your HR Representative, an offer of employment will be made. If the candidate is an internal applicant, the Professional Staff will typically make the offer. If the candidate is an external applicant, HR will typically make the offer. If you prefer to make the offer yourself, you should discuss with your HR

*Employees are required to complete a pre-placement health review and police record check which includes the vulnerable sector as a condition of employment.*

as Centre and St. Joseph's Health Care London



Representative the appropriate salary and other information that will be part of the job offer before contacting the candidate. External candidates need to be advised of the requirement for a Police Record Check (PRC) which must include the Vulnerable sector as well. Pre-placement Health Review and a Probationary Period are also conditions of employment. Any offer made to an external candidate must be conditional on a clear PRC. Your Recruitment Associate can assist with this.

### **2.5: Determining a Start Date**

When the offer has been made and accepted, a start date must be determined. If the successful applicant is already working, he/she will need to give appropriate notice in his/her current position (usually a minimum of two weeks).

### **2.6: Signing the Secretarial Services Purchase Agreement**

Once a candidate has been chosen, you must complete a **Secretarial Services Purchase Agreement** with the hospital, and return to Medical Affairs. The agreement can be obtained by contacting Roxana Caraman, Coordinator, Medical Affairs at extension 75130.

## **SECTION 3: INITIATION AND ORIENTATION**

### **3.1: Confidentiality Agreement**

It is a condition of employment/privileging contract/association that all staff and hospital affiliates complete the Privacy and Confidentiality Education Program before receiving access to hospital patient care systems. The program varies based upon whether the secretary will be hired privately or through the hospital, and also by which organization they will be working for. Secretaries hired through HR at St. Joseph's will complete Privacy learning through the LearningEdge system on their first day at work. Those who are hired either **through HR at LHSC** or **privately at either organization**, will complete the Privacy education program learning via the link below. The program is available on line on the Privacy Intranet page at both organizations and includes several short instruction modules and an interactive learning module.

To complete the privacy requirements, please click on the link below. Please note, if your secretarial support is accessing this link remotely, they will also require the below login and password.

[http://intra.St. Joseph's.london.on.ca/refer/privacy/e\\_learn/index.htm](http://intra.St. Joseph's.london.on.ca/refer/privacy/e_learn/index.htm)

**Login:** xt6rk923

**Password:** L42XD7mq

*Completing Privacy and Confidentiality learning modules is a condition of obtaining systems access for your secretarial support.*

After the learning is completed, your support will be required to print the form that is made available and send it to the privacy office at the appropriate organization:

**LHSC:** Privacy Office, SSA Room D113, Nurses Residence

**St. Joseph's:** Privacy Office, Grosvenor, Room B2-232

### **3.2: ID Badges and Parking**

#### **ID Badges**

Employee identification badges must be worn **at all times** while on hospital sites. The ID badges serve as a security feature and entitle the employee to a variety of discounts. A complete list of the local organizations that offer employee discounts can be found on the LHSC and St. Joseph's Intranet sites.

*Employee ID Badges  
must be worn at all  
times.*

Employee identification badges, at LHSC, are available through the Customer Support Centres located at:

#### **LHSC:**

- VH, Zone E, Level 1, Room E1-501 ext. 53939
- UH, Main Building, Zone C, Lower Level, Room CLL-102, ext. 35959
- Your secretarial support will be required to take with them a completed ID request form which can be located at the following link:  
[http://www.lhsc.on.ca/priv/security/forms/photo\\_id.doc](http://www.lhsc.on.ca/priv/security/forms/photo_id.doc)

#### **St. Joseph's:**

- At St. Joseph's, identification badges can be obtained from Security – Room C206 (please call extension 44555 first to ensure that someone is available).  
[http://intra.St.Joseph's.london.on.ca/policy/search\\_res.php?polid=STF019&live=1](http://intra.St.Joseph's.london.on.ca/policy/search_res.php?polid=STF019&live=1)
- Your secretarial support will be required to bring with them a completed ID request form which can be located at the following link:  
<https://intra.St.Joseph's.london.on.ca/support-teams/fire-and-security-services/id-badges-keys-and-card-access>

#### **Parking**

Parking arrangements can be made through the Standard Parking Offices located at St. Joseph's, University Hospital and Victoria Hospital. Inquiries can be directed to the Standard Parking Office:

- Victoria Hospital - ext. 52709
- University Hospital - ext. 32446
- St. Joseph's - ext. 65113
- Parkwood Hospital - 42320

Parking fees are deducted on a monthly basis directly from those who are employed full time and paid by LHSC or St. Joseph's. This will allow

general parking privileges at all hospital sites. \*Please note that there is a \$20.00 refundable deposit on the transponder/parking pass card. An ID Badge is required to obtain parking.

*All new hospital employees must attend a Corporate Orientation.*

*Privately employed secretaries who are working on site at the hospital are also required to attend Corporate Orientation.*

### **3.3: Orientation**

All new hospital employees are required to attend a Corporate Orientation program that is normally held once a month. The duration of the session is approximately half of a workday and employees receive their normal pay for attendance. The time and date of Corporate Orientations is provided to all new employees in the offer letter prepared by Human Resources. If the candidate is an employee of St. Joseph's, he/she is also required to attend a Workplace and Safety information session. The duration of this session is approximately one full day, 9:00 am – 4:00 pm. For privately employed secretaries at LHSC, please view the available sessions at <https://intra.lhsc.on.ca/hr/my-hr/new-employees> and contact Betty Shoemaker at ext. 34828 to register your secretary for a session. For privately hired secretaries at ST. JOSEPH'S, please view the available sessions at <https://legacy.St.Joseph's.london.on.ca/depts/edserv/orientation/corpdates.htm> and contact Kim Reid at ext. 64473 to register. (Privately employed secretaries working at St. Joseph's are only required to attend the Workplace and Safety information session, but it is recommended that they also attend the Corporate Orientation).

The Helpdesk may be able to provide assistance with computer or communications systems. Any additional software training costs will be your responsibility.

OHIP and billing support can be found through the OMA or the Ministry of Health web site at <http://www.health.gov.on.ca>.

### **3.4: Computer and Telecommunications**

LHSC and St. Joseph's will contribute 50% of the cost of the hospital's standard workstation computer for your secretary. For set up and questions related to telecommunications (phone and long distance codes) contact the Help Desk at ext. 44357.

## **SECTION 4: ONGOING EMPLOYMENT ISSUES**

### **4.1: Terms of Employment**

For general policy information (non-union), click on the links below. The links provided apply to non-union employees at both sites. For information on COPE please refer to the Collective Agreement.

#### **LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM001&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM001&live=1)

**St. Joseph's:**

<http://intra.St.>

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF024&live=1](http://Joseph's.london.on.ca/policy/search_res.php?polid=STF024&live=1)

There are times when your secretary will be away from the office due to vacation, illness or other circumstances. Strategies for secretarial coverage may vary between departments and areas. You should contact Medical Affairs, HR, and your department AO any time you require replacement coverage. Please be advised, the hospital is unable to provide additional funding for secretarial replacement coverage.

**4.2: Vacation**

Entitlement to paid or unpaid time off for vacation will vary depending on the institution and the status (full or part time/non-union or COPE) of a particular employee. It is very important that you inform yourself about the vacation your secretary is entitled to. You can obtain this information in a number of ways:

- Details of vacation entitlement may appear in the offer letter, of which you will receive a copy.
- You may wish to contact your HR Representative to clarify your secretary's entitlement to vacation. It is your responsibility to ensure that your secretary does not carry forward vacation in excess of that described in the vacation policy (LHSC – 75 hours, St. Joseph's – 50% of annual entitlement).
- Information regarding vacation entitlement is provided in the hospital's policy on vacation (or in the Collective Agreement, where applicable), which can be found on the hospital Intranet.

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM026&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM026&live=1)

**St. Joseph's:** <http://intra.St.>

[Joseph's.london.on.ca/policy/policies/images/Non%20Union%20Vacation%20Policy.pdf?policy=c2c547b51247942cf6c99f00c07e0272](http://Joseph's.london.on.ca/policy/policies/images/Non%20Union%20Vacation%20Policy.pdf?policy=c2c547b51247942cf6c99f00c07e0272)

**Employment Standards Act (ESA):**

[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_00e41\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm)

Vacation time is requested by the secretary to be approved by the physician, and must be communicated to the timekeeper of the medical secretary.

Effective September 17, 2004 the cost of vacation time accrued by Professional Staff secretaries will be billed to the departments / Professional Staff as vacation is earned.

*It is important to be aware of the amount of vacation your secretary is entitled to.*

*Effective September 17, 2004 the cost of vacation time accrued by Professional Staff secretaries will be billed to departments / Professional Staff as it is earned.*

#### **4.3: Health Benefits**

Specific details of benefit plans available to employees vary between institutions and information regarding eligibility, coverage and premium sharing is available on the Intranet (or in the Collective Agreement, where applicable).

#### **LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM030&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM030&live=1)

#### **St. Joseph's:** [http://intra.St.](http://intra.St.Joseph's.london.on.ca/policy/search_res.php?polid=STF022&live=1)

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF022&live=1](http://intra.St.Joseph's.london.on.ca/policy/search_res.php?polid=STF022&live=1)

#### **4.4: Sick Time**

Every employee is entitled to be away from work if he or she is legitimately ill. In cases where they will be away for more than three consecutive days, the employee must contact and provide proof to the Occupational Health department.

Entitlement to **paid sick time** will vary depending on the institution and the status of the employee. Your secretary's entitlement to paid sick time is a term of employment about which it is very important that you inform yourself. You should contact your HR Representative to determine the rules that apply to your secretary.

*Check with your department for policies and procedures around hiring temporary secretaries to cover in your secretary's absence.*

In cases where your secretary is eligible for paid sick time, he/she will continue to receive pay through the hospital payroll as long as he/she is unable to perform his/her own job. The maximum duration of benefits depends on the employee's particular benefit group. During this time, you will continue to be responsible for the usual salary and benefit costs, as well as temporary coverage, if required.

If the secretary's illness exceeds the maximum duration of sick pay benefits, his/her hospital pay will cease until he/she returns to work, and he/she will be eligible to apply for the next phase of his/her Health Leave benefits. During the employee's absence due to disability, he/she retains his/her status as an employee with the right to return to his/her position when the hospital's Occupational Health Services department medically clears him/her. For medical reasons, it is sometimes appropriate for employees to return to work on a modified or part-time basis, pending return to full duties.

When the Professional Staff is the employer (hires privately), he/she determines what sick pay or disability benefits, if any, the Secretary is entitled to when unable to work due to illness or injury. Employment Insurance provides Sickness Benefits (55% of employees' average weekly earnings) after a two-week waiting period, for individuals who

meet the eligibility criteria. In order to claim benefits, the employer will need to provide a Record of Employment and the employee will need to provide a medical statement that he/she is unable to work.

#### **4.5: Other Absences**

As with sick time and vacation, the protocols regarding employees' right to:

##### **Bereavement Leave**

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM023&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM023&live=1)

**St. Joseph's:** <http://intra.St.>

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF023&live=1](http://intra.St.)

##### **Jury and Witness Duty**

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM022&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM022&live=1)

**St. Joseph's:** <http://intra.St.>

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF025&live=1](http://intra.St.)

##### **Personal Leaves of Absence**

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM024&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM024&live=1)

**St. Joseph's:** <http://intra.St.>

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF027&live=1](http://intra.St.)

##### **Family Medical Leave**

**ESA:**

<http://www.e->

[laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_00e41\\_e.htm#BK76](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm#BK76)

##### **Pregnancy/Parental Leave**

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM021&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM021&live=1)

**St. Joseph's:** <http://intra.St.>

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF031&live=1](http://intra.St.)

Absences are governed by hospital Policy or Collective Agreement provisions, and the ***Employment Standards Act***.

<http://www.e->

[laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_00e41\\_e.htm#BK74](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_00e41_e.htm#BK74)

In the case of **Pregnancy and Parental leaves**, hospital employees may be eligible to receive a Supplemental Employment Benefit which is currently the difference between the amount provided to them by Employment Insurance Maternity/Parental benefits and 84% percent of their regular weekly salary. The cost of the pregnancy and parental leave “top up” will be invoiced to the department / Professional Staff.

#### **4.6: Hours of Work/Overtime**

The days and hours of work are determined by the needs of your practice but must comply with legislative requirements (the **Employment Standards Act**) and hospital policy (or Collective Agreement, where applicable). If your secretary is a hospital employee, it is important to note that should you decide to decrease her weekly hours of work, the change may need to be treated as a layoff. Before notifying your secretary of your intention to make such a change, you should contact Medical Affairs and your HR Representative to discuss the possible labour relations and status change implications of either decreasing or increasing your secretary’s regular hours.

#### **LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM018&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM018&live=1)

**St. Joseph’s:** [http://intra.St.](http://intra.St.Joseph’s.london.on.ca/policy/search_res.php?polid=STF029&live=1)

[Joseph’s.london.on.ca/policy/search\\_res.php?polid=STF029&live=1](http://intra.St.Joseph’s.london.on.ca/policy/search_res.php?polid=STF029&live=1)

#### **4.7: Additional Remuneration (For Hospital Employees)**

Salary scales and your secretary’s placement on the salary scale are determined by hospital policy (or the Collective Agreement, where applicable). There is no provision for you to provide additional monies such as bonuses or lump sum payments through the hospital payroll.

#### **4.8: Performance Development/Management**

Achieving and maintaining optimum performance is an important goal which, when achieved, is beneficial to everyone who is in contact with your practice. It needs to be an ongoing, cooperative process, the success of which depends largely on communication.

Employees who are new to the organization are required to complete a standard probationary period, which ends after 450 hours worked. Medical Affairs will send you the three-month performance review form for completion. This needs to be completed and returned to Medical Affairs prior to the end of the probationary period. It is recommended that you discuss the review with your employee and keep a copy of the review for your files. The first months you and your secretary work together are extremely important to clearly communicate your priorities and expectations and to provide helpful feedback about what is going well and what may need further attention.

*You are responsible for the supervision and management of your secretary.*



*It is important that you clearly communicate your expectations and provide frequent feedback on performance.*

After the initial performance review, reviews will be required on a biannual basis to comply with HR policy.

You should also set aside time to meet on a regular basis. These meetings are an opportunity for you to receive information from your secretary on office procedures/protocols and any factors, which he/she may believe, affect his/her ability to meet your expectations (e.g. software training). If you perceive that there is or may be a performance concern developing, making the time to address it early will give both you and your secretary the best opportunity to resolve whatever problems are occurring and continue a successful and productive relationship.

#### **Performance Development/Management at LHSC:**

There are forms related to performance development and job evaluation on the intranet. Further information can be obtained at:

<https://intra.lhsc.on.ca/learning-development/leaders/performance-development/employee-performance-development/forms/employee>

LHSC has a Progressive Discipline Policy (Non Union) which outlines a system of progressive discipline with respect to the alleged misconduct of non-union employees. The policy can be viewed at:

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM041&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM041&live=1)

#### **Performance Development/Management at St. Joseph's:**

The purpose of Performance Development at St. Joseph's is:

1. To provide ongoing employee development through receiving and giving feedback, creating individual development plans and reviewing progress.
2. To ensure employees know what is expected of them by linking their Performance Development/Management to the Role Maps, the five key Success Factors, and the St. Joseph's Vision and Values.
3. To improve communication and work relationships among team members and those they serve.

In cases where your secretary is a hospital employee, your HR Consultant is available to provide information on performance management issues. The Performance Development process is required to be completed biannually. Medical Affairs will contact you and your secretary when they are approaching their Performance Development due date.

It is expected that all employees working at St. Joseph's will embody the Mission, Visions, and Values.



[http://www.sjhc.london.on.ca/sites/default/files/pdf/mission\\_vision\\_values.pdf](http://www.sjhc.london.on.ca/sites/default/files/pdf/mission_vision_values.pdf)

## **SECTION 5: WORKPLACE ACCOMODATION 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.

### **Ontario Human Rights Commission:**

<http://www.ohrc.on.ca/en/resources/Policies/PolicyDisAccom2>

### **St. Joseph's Disability Absence and Accommodation Policy**

[https://legacy.sjhc.london.on.ca/policy/search\\_res.php?polid=STF002&live=1](https://legacy.sjhc.london.on.ca/policy/search_res.php?polid=STF002&live=1)

### **LHSC Workplace Accommodation Policy:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM039&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM039&live=1)

### **LHSC Effect of Absence Policy:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM025&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM025&live=1)

## **SECTION 6: TERMINATION**

### ***6.1: Your Departure from the Hospital***

You should discuss the impending date of your departure with your Chief and Medical Affairs early as possible.

In the event that you resign or retire, and the secretary is your employee, you are responsible for notifying your secretary of such departure, in writing, with sufficient notice as outlined in the Employment Standards Act.

In such instances whereby sufficient notice has not been given to your secretary, you are responsible for all additional expenses in terms of severance and administrative costs.

You must inform Medical Affairs about the termination date of your privately hired secretary at least two weeks prior to their end date so systems access can be deleted.

*Your secretary must be given sufficient notice if you are planning to leave the hospital.*

If your secretary is a hospital employee, you must ensure that Medical Affairs and Human Resources are made aware of the final date you will require the services of your secretary. If your secretary is a private hire, you must ensure that Medical Affairs is made aware of the termination date. You are expected to provide a minimum of 4 months' notice in a nonunion environment, and 5 months' notice in a union environment.

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM011&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM011&live=1)

**St. Joseph's**

[http://intra.St.](http://intra.St.Joseph's.london.on.ca/policy/search_res.php?polid=STF026&live=1)

[Joseph's.london.on.ca/policy/search\\_res.php?polid=STF026&live=1](http://intra.St.Joseph's.london.on.ca/policy/search_res.php?polid=STF026&live=1)

If sufficient notice is not provided to the employee, you will incur additional expense in terms of severance and administrative costs.

**6.2: Your Secretary's Departure from the Hospital (For Hospital Employees)**

*Your secretary is required to give a minimum of 2 weeks' notice.*

In the event that your secretary resigns or retires, he/she should provide a minimum of two weeks' notice. Any unused vacation balances will be paid out to your secretary as he/she terminates from the hospital payroll. As noted previously, these costs will have already been assumed by the department / Professional Staff as vacation will have been billed as it was accrued (effective September 17, 2004).

**LHSC:**

[http://appserver.lhsc.on.ca/policy/search\\_res.php?polid=HRM010&live=1](http://appserver.lhsc.on.ca/policy/search_res.php?polid=HRM010&live=1)

**6.3: Termination of Employment**

*Seek advice prior to terminating your secretary to ensure that you are acting within employee standards.*

If you believe that you will need to sever your secretary's employment, it is critical that you seek advice prior to proceeding. If the secretary is your employee (private hire), it is advisable for you to seek legal advice. If the secretary is employed by an agency, you must contact that agency. **If your secretary is a hospital employee, you must consult with Medical Affairs and your Human Resources Representative prior to taking any action. It is the Professional Staff's responsibility to consult with the Human Resources department in a timeframe that allows for a notice period consistent with the hospital policy, the Collective Agreement and/or Employment Standards Act, depending on the hospital site where the secretary is based.**

**6.4: Professional Staff Liability Regarding Severance (For Hospital Employees)**

The hospital will be responsible for the severance costs for Professional Staff secretaries who are employed by the hospital in instances where a secretary's employment relationship is ended due to:

*You may be responsible for severance costs for your secretary. Read these paragraphs for more information.*

- A Professional Staff departure from the organization, where the Professional Staff informed Medical Affairs and HR in accordance with the policy noted above.
- A performance development/management issue that has not been resolved despite attempts on the part of the Professional Staff to appropriately address areas of concern regarding performance. In such instances, the severance costs will only be covered by the hospital if there is evidence that the Professional Staff has worked in partnership with the hospital's HR department to address the identified issues.

The department / Professional Staff will be responsible for the severance costs for Professional Staff secretaries in instances where a secretary's employment relationship is ended due to:

- A performance development/management concern that was not managed by the Professional Staff in partnership with the HR department of the hospital.
- A Professional Staff's unilateral decision to modify the employment relationship (e.g., a Professional Staff decides to terminate his/her hospital employed secretary and re-hire privately).
- In any instance where the Professional Staff does not provide a secretary with sufficient notice of termination, payment for the notice period will be the responsibility of the Professional Staff.