

Rural Capacity Investment Fund (RCIF)

- The Rural Capacity Investment Fund (RCIF) Committee’s mandate was to support retention and recruitment initiatives to grow capacity and AUPE-ANC staff within the North, Central and South zones
- \$8.4 million was available to support the retention and recruitment initiatives

	Allocated
Recruitment	\$1,665,000.00
Tuition	\$758,288.35
Team Building	\$372,492.31
First Retention Payment	\$3,097,763.00
Second Retention Payment	\$2,421,170.00

Retention Incentive

September 2023

- On September 6, 2023, \$3.0 million was disbursed as a lump sum retention payment to all AUPE-ANC employees in AHS who work in the North, Central and South Zones
- Eligible employees were those who worked between April 1 - and March 31, 2023, and who were still employed as of August 1, 2023
- Employees received 30 cents per hour worked during this time

March 6, 2024

- Approximately \$2.4 million was distributed as a retention incentive to AUPE-ANC employees employed by AHS in the North, Central and South Zones. *(Those in the Calgary and Edmonton Zones are not eligible).* Employees must have been employed on February 15, 2024
- Eligibility was based on years of service within the Auxiliary Nursing Care (ANC) Bargaining Unit as of March 31, 2024, as follows

Years of Service in ANC	Applicable Dates	Lump Sum Payment
2-4	April 1, 2019 -March 31, 2022	\$165
5-9	April 1 2014 - March 31, 2019	\$250
10-15	April 1, 2009 - March 31, 2014	\$450
>15	March 31, 2009 and older	\$750

Summary of Survey

Employees (407 responses - Sept 6 incentive)

This feedback covers various aspects of employee sentiments regarding financial assistance, taxes, transparency, fairness, improvements, wage increases, incentives, benefits, educational opportunities, work environment, recognition, transparency, communication, fairness, equality, and advancement.

Employees appreciate the financial assistance provided, but there are concerns about the amount received, the impact of taxes, transparency, fairness, and equality in distribution. Suggestions for improvement include increasing payments, ensuring transparency, separating payments to reduce tax deductions, and providing more support for education and career advancement.

The feedback highlights suggestions for future incentives, including wage increases, monetary incentives, benefits, educational opportunities, improving the work environment and culture, employee recognition, transparency, fairness, and communication. Employees desire recognition, appreciation, transparency, fairness, and support for education and advancement as key factors in retention and motivation.

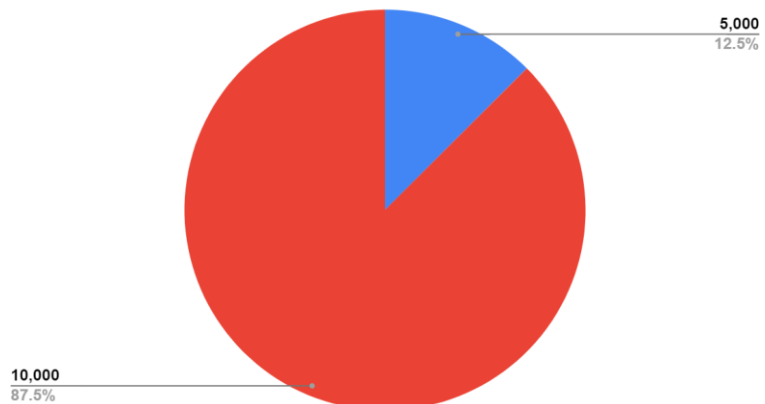
Recruitment Incentive

- Funding was available for AUPE-ANC bargaining unit candidates in the North, Central or South Zones and to be spent by March 31, 2024
- It was open to both internal and external candidates. Internal candidates had to be relocating at least 100 km from their current worksite to the new worksite

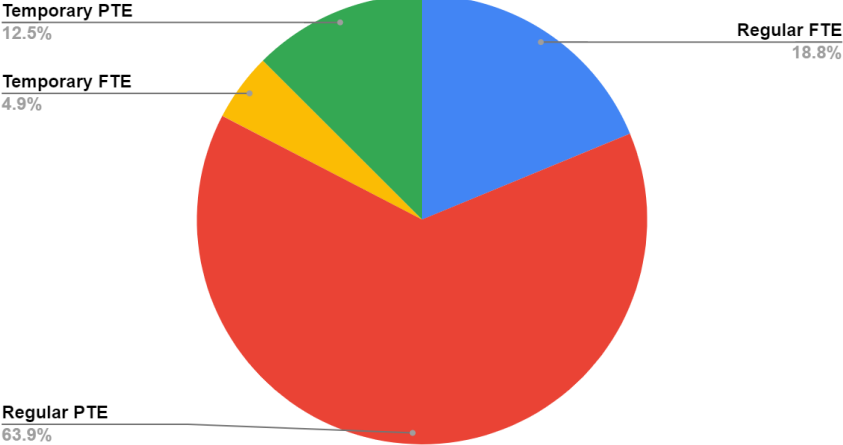
<p>RURAL 1-year Return for Service \$10,000 for regular and temporary Full-Time Equivalent and Part-Time Equivalent</p>	<p>URBAN 1-year Return for Service \$5,000 for regular and temporary Full-Time Equivalent and Part-Time Equivalent</p>
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- \$1,665,000 allocated
- 288 applications
- 183 approved
- 105 declined

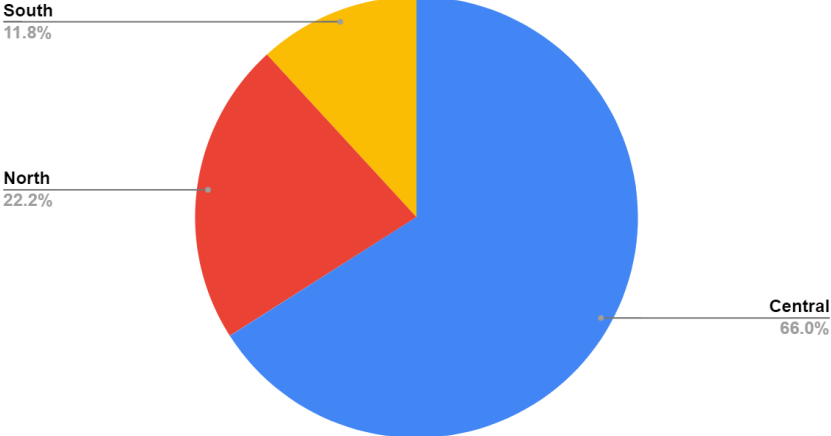
INCENTIVE AMOUNT



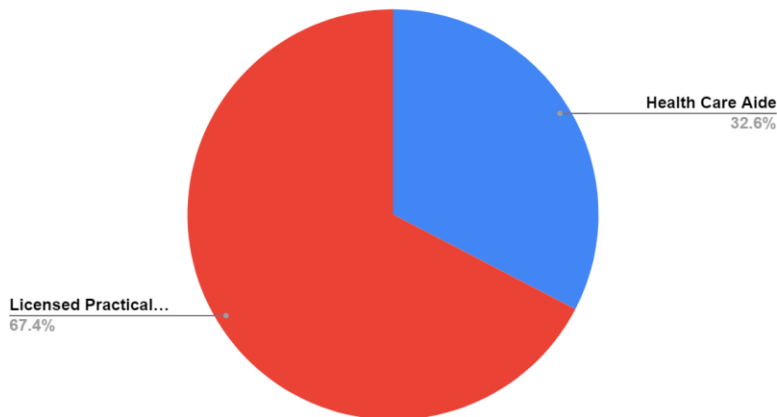
FTE STATUS



HEALTH ZONE



JOB CLASSIFICATION



Summary of Survey

Employees (27 responses)

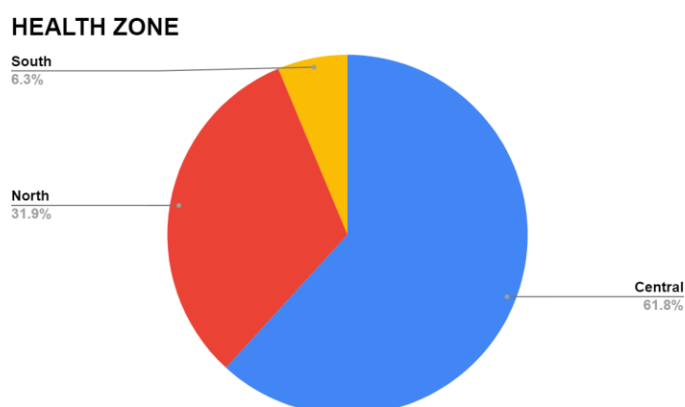
- **Taxation Concerns:** Many express surprise and disappointment at the incentive's taxation. They suggest clearer communication regarding tax implications and prefer fewer tax deductions or a non-taxable incentive.
- **Influence of Incentive:** While appreciated, the incentive wasn't the sole motivator for accepting the position. Some see it as a bonus but not a significant influencing factor.
- **Preference for Urban Areas:** Despite incentives, there's a clear preference for urban areas over rural ones among some participants.
- **Clarity and Communication:** Frustration over unclear communication regarding availability and terms of the incentive is expressed, indicating a need for better transparency.
- **Relocation Decision:** The incentive was crucial in some participants' relocation decisions, particularly to rural areas. Its absence in the future could affect its willingness to relocate again.
- **Job Satisfaction and Location Preference:** Many express contentment with their current job and location, indicating a willingness to continue service and potentially return after education or relocation.
- **Challenges with Staffing and Management:** Poor staffing, limited management/support, and territorial behaviour among senior staff are highlighted. There's a call for higher management intervention.
- **Family and Personal Factors:** Family considerations influence decisions to stay or move.
- **Workload and Work Environment:** Workload, poor work environment, and the need for sufficient hours affect commitment.
- **Payment Structure:** Preferences expressed for shorter signing time frames, separate paycheck issuance, or dispersing incentives in smaller amounts to minimize tax deductions.
- **Relocation Support:** Clear need for relocation assistance, including housing allowance and gas reimbursement.
- **Fairness and Equity:** Concerns about fairness in the distribution of incentives between different groups of employees were raised.
- **Suggestions for Improvement:** Suggestions include making the incentive an annual occurrence and providing funding separately and in multiple payments

Managers (10 responses)

- **Workforce Availability Challenges:** Despite incentives, ongoing workforce availability issues persist, indicating the need for additional measures beyond incentives alone.
- **Attracting Staff:** Incentives attracted RNs and LPNs to certain sites, demonstrating effectiveness in recruitment.
- **Mixed Influence:** While not decisive for all, recipients appreciate incentives, though awareness at hiring needs to be improved.
- **Impact on Retention:** Incentives have led to employees' return to rural areas, positively impacting retention.
- **Appreciation among Recipients:** Those who received incentives feel valued and appreciated, positively impacting morale.
- **Concerns about Retention:** Long-term staff express dissatisfaction and desire for recognition or additional incentives.
- **Enhanced Education Programs:** Suggestions for implementing education programs in rural areas to improve workforce development.
- **Mileage Reimbursement:** The importance of mileage reimbursement in attracting and retaining staff in rural areas is consistently highlighted.
- **Extended Return for Service Agreements:** Suggestions for longer return for service agreements to incentivize extended commitments from employees.
- **Recruitment and Retention Bonuses:** Interest in both recruitment and retention bonuses to further incentivize commitment to rural healthcare.
- **Streamlining and Automation:** Suggestions for simplifying and automating the funding process for improved efficiency and utilization.
- **Timing of Access:** The desire for earlier access to incentives for use during postings and interviews is expressed.
- **Ease of Tracking:** The importance of easier tracking of incentives or funds utilization is highlighted, indicating a need for better systems or processes.

Tuition Relief

- AUPE-AMC employees in the North, Central or South Zones could apply for up to \$5000 in tuition relief reimbursement incurred between April 1, 2022 - March 1, 2024
- \$758,288.35 allocated
- 386 applications received
- 246 approved
- 140 declined



Survey Summary

Employees (22 responses)

- **Appreciation for Financial Support:** Strong appreciation for financial assistance received, positively impacting individuals and families.
- **Focus on Education and Career Advancement:** Financial support is crucial in aiding educational pursuits, career advancement, and achieving specific goals.
- **Relief from Financial Burdens:** Assistance relieved financial burdens such as student loans, and household expenses, contributing to improved economic stability.
- **Impact on Peace of Mind:** Financial support eased stress and concerns related to financial challenges.
- **Personalized Support:** Suggested tailored support to individual circumstances, such as tuition relief and assistance with financial needs for working students.
- **Impact on Retention:** Employee assistance positively influences retention decisions, fostering loyalty and gratitude towards the employer.
- **Desire to Give Back:** Employees desire to give back to the organization or community for the support received.
- **Recruitment and Retention Incentives:** Concerns and suggestions regarding incentives for attracting new employees and retaining current staff members.
- **Support for Healthcare Workers:** Addressing exam pressures, recognition for on-the-job trained HCAs, and higher funding support for continuing education.
- **Fair Treatment and Recognition:** Calls for fair treatment for immigrants and suggestions for non-monetary recognition to motivate employees.
- **Taxation and Benefits:** Concerns about taxation of incentives and suggestions for balancing benefits to provide fair employee support.
- **Simplifying Reimbursement Process:** Suggested simplifying and improving employee reimbursement processes and improving processing time to make it faster and more efficient. Suggestions for providing better user training to reduce errors and improve efficiency.

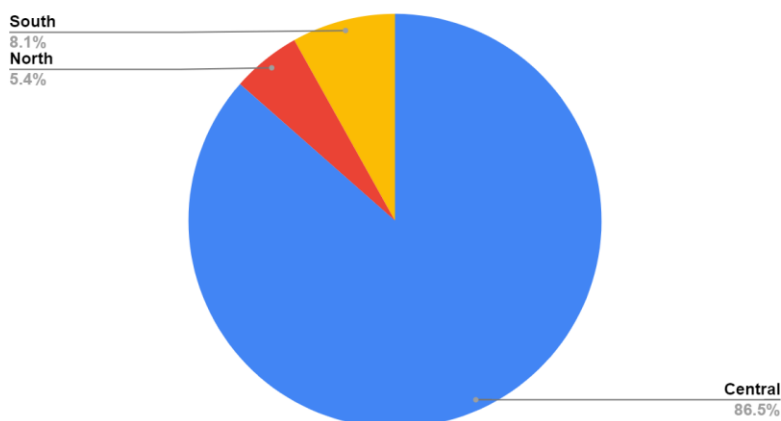
Managers (9 responses)

- **Financial Assistance for Registration:** Concerns about affordability of HCA registration fee, highlighting the need for assistance for some HCAs.
- **Team Development Success:** Positive reception and impact of team development initiatives, indicating overall success.
- **Recruitment Funding Challenges:** Recruitment funding effectiveness is hindered by increasing workforce availability, posing challenges despite funding efforts.
- **Mixed Reception to Retention Fund:** There was a mixed reception to the retention fund, with some expressing discontent, suggesting room for improvement.
- **Mileage Funding for Rural Staff:** Mileage funding is significantly helpful for rural staff, alleviating travel cost burdens associated with rural work.
- **Educational Funding:** Tuition reimbursement and other educational funding initiatives may influence employee interest in healthcare roles. Rural positions may experience different benefits or effects from tuition reimbursement compared to other areas.
- **Impact on Employee Retention and Commitment:** Employee retention and commitment potentially increase after receiving funds for education.
- **Retention Challenges in Rural Areas:** Recurring issue of retention difficulties in rural areas highlighted.
- **Need for Funding Consistency:** More consistency of funding is needed compared to other areas.
- **Acknowledgment of Helpfulness of Funding:** Despite challenges, funding acknowledged as helpful during times of high living costs.

Team Building

- Funding was available for managers to use for the AUPE-ANC bargaining unit employees at their worksites in the North, Central or South Zones and must be spent by March 31, 2024
- Managers could apply for up to \$10,000 for team building and development
- \$372,492.31 allocated
- 65 applications received
- 55 approved
- 10 declined

HEALTH ZONE



Survey Summary

Managers (10 responses)

- **Desire for Follow-Up Events:** There is a desire to continue events to maintain momentum, build relationships, and advance goals through communication and interaction with teams.
- **Educational Content:** The event helped staff better understand the organization's work, increasing appreciation for its mission, improving job satisfaction, enhancing teamwork, and potentially increasing productivity.
- **Focus on Workplace Comfort:** Feedback indicates a focus on enhancing workplace comfort, particularly through improvements in specific areas like staff lounges, to impact the working environment positively.
- **Clarification on Payment and Reimbursement Procedures:** There's a need for clearer instructions or guidelines regarding event payment methods and reimbursement procedures to streamline financial transactions and improve user satisfaction with financial processes.
- **Incentive Effectiveness and Awareness:** Despite incentives, workforce availability remains an issue. While some employees were influenced by incentives to join or return to rural areas, others were unaware of the incentives at the time of hiring. Recipients appreciate the incentive but hasn't impacted all staff equally.
- **Impact of Incentives on Retention:** Incentives have led some employees to return to rural areas and contribute to their settlement in the community. However, long-term staff members express dissatisfaction with the need for a retention bonus.
- **Potential Impact of Educational Programs:** There's a belief that implementing HCA dual credit and PN programs in rural areas could significantly impact.
- **Need for Mileage Reimbursement and Longer Return for Service Agreements:** Mileage reimbursement and longer return for service agreements are suggested as important incentives for employees.
- **Simplification and Automation of Funding Process:** Making the funding process simpler and automated is seen as a way to improve response times and incentive utilization.