

Guidelines for Resolution

Key Principles HSA-Multi Employer Workload Appeal Process

PURPOSE

The Workload Appeal Process is a resolution-focused mechanism intended to address ongoing, systemic, and long-term workload concerns affecting Employees.

These guidelines establish the key principles that navigate how workload concerns are evaluated, discussed, and resolved at all levels in the Workload Appeal Process, consistent with the intent of the Collective Agreement and Letter of Understanding #49.

The purpose of the process is to meaningfully assess workload and identify reasonable corrective actions.

SHARED COMMITMENT

The Parties affirm their shared commitment to addressing workload concerns. The Workload Appeal Process serves as a constructive and collaborative mechanism to identify and address systemic contributors to workload concerns, strengthen workplace supports, and promote both physical and psychological safety across the healthcare system.

GUIDING PRINCIPLES

1. Resolution-Oriented and Prevention-Focused

The Workload Appeal Process is intended to be problem-solving, preventive, and resolution-oriented. At each stage, the Parties are expected to actively explore whether workload can be improved. Advancement to the next level should occur only where reasonable efforts to resolve the concern(s) have been exhausted.

2. Systemic Focus on Workload

Workload appeals address system-level conditions, not individual performance.

Workload is understood as objective assessment of staffing and skill mix, training and communication, equipment and supplies, and the time available to complete assigned work.

3. Eligibility of Concerns

Only workload concerns that are ongoing, systemic, and long-term in nature, present for a minimum of sixty (60) calendar days, are eligible for review. Temporary or isolated issues should be addressed through operational processes; however, recurring pressures could be recognized as systemic.

4. Good-Faith Engagement in Support of Safety

The effectiveness of the Workload Appeal Process depends on good-faith participation by all Parties. This includes timely participation, respectful dialogue, transparency, and openness to examining system contributors.

The process is not adversarial and is intended to jointly address workload concerns. Employees must be able to raise workload concerns without fear of reprisal or negative treatment. Discussions should generally focus on conditions of work rather than individual behavior.

5. Transparency and Information Sharing

Effective workload assessment requires transparent sharing of relevant information such as staffing data, workload indicators, changes in acuity or demand, and mitigation efforts already attempted. Information sharing supports evidence-informed decision-making.

6. Collaborative Evaluation and Solution Development

At each level of review, the Parties will collaboratively define the workload-concern(s), identify contributing factors, explore multiple solution options, and assess impacts. Solutions may be incremental or time-limited where appropriate.

7. Timeliness and Accountability

Timely responses are essential. Written responses must address the concern raised, summarize findings, identify actions and timelines, or clearly explain if changes are not proposed.

8. Written Outcomes and Follow-Through

Any resolution reached at Level 1, Level 2, or Level 3 should be documented in writing. Written outcomes support clarity, accountability, and monitoring.

9. Organizational Learning and Sustainability

Patterns or recurring workload issues should inform future planning, staffing models, and long-term sustainability strategies.

RELATIONSHIP TO OTHER PROCESSES

The Workload Appeal Process is distinct from occupational health and safety, and other reporting mechanisms. Where concerns overlap, parallel processes may be used while maintaining clarity of scope.