



A CANADIAN COMPANY



Your Guide to Contracting Temporary Relief Staff

If the recruitment and retention of qualified healthcare professionals has become a challenge in your facility, give SOLUTIONS STAFFING INC. a call - **we can help!** With over 7,000 qualified, pre-screened healthcare candidates in our registry, we have positioned ourselves as a valuable management tool that can significantly improve your staffing success.



1-866-355-8355 • www.solutionsstaffing.ca

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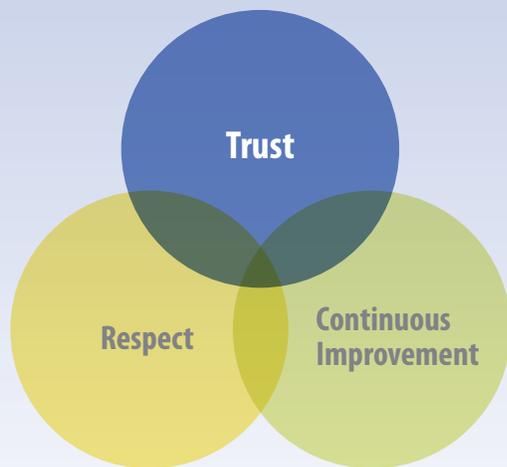


Our Vision

To design innovative solutions for our healthcare clients through strong partnerships, collaboration and a shared vision that supports quality and healthy healthcare environments.

Core Values

Solutions Staffing clients are supported through extensive procedures and policies, a dynamic company philosophy and extensive research. Our employees are supported in their practice by exceptional compensation, travel and accommodation rewards, educational opportunities and 24/7 clinical support.



Is Temporary Staff Placement the right choice for your facility?

Maintaining staffing levels that adequately support your current healthcare services has become increasingly difficult. Although current statistics vary, the accepted consensus based on estimated retirement rates and decreased graduate levels is that the staffing shortage will continue to rise well into the next decade. Recruitment and retention of qualified, skilled healthcare professionals has become the number one challenge your organization faces with respect to maintaining adequate, safe and comprehensive healthcare services in your community.

Our Commitment to You

At Solutions Staffing Inc. our commitment to you is qualified professional staff - to meet your immediate needs while maintaining costs that don't break your limited budget. If recruitment and retention of qualified professionals is an issue for your facility, please review the information in this document and give us a call. We would be happy to discuss the feasibility of placing short-term contracts in your area as well as introducing you to exceptional nurses who have expressed an interest in visiting your area.

Who Works as Temporary Travel Professionals

You'll find an extraordinary pool of professional, flexible and positive nurses and allied professionals with Solutions Staffing. Nurses and allied professionals who are genuinely interested in working in new healthcare settings, experiencing new and exciting locations, working hard and meeting other professionals: like yours!

Solutions attracts nurses and other healthcare professionals who are looking for a change, considering relocation, who want to combine professional growth and adventure or who are semi-retired, or maximizing their income to pay off student loans.

Placement of Qualified, Skilled, Temporary Professionals Into Your Facility Allows You to:

- Maintain and expand your current healthcare services
- Prevent crisis situations directly related to staffing shortfalls
- Provide relief to existing permanent staff
- Facilitate educational opportunities and cross training initiatives that will optimize your current permanent resources
- Increase overall career satisfaction, affecting your current staff retention ratios
- Meet professionals outside your current experience to support and enhance your current recruitment and retention strategies

The Canadian Labour and Business Centre estimates the cost of overtime, absentee wages and replacement for Registered Nurse absentees to be between \$962 million and \$1.5 billion annually.

– *Final Report of the Canadian Nursing Advisory Committee - Health Canada*

How Does It Work?

Like a well-oiled machine

Single Point of Contact

When you identify the need for a temporary healthcare professionals, simply call our client services department. We are organized by geographic territories so a single individual can handle your contract for staffing needs in every specialty.

Clinical Practice Description

We'll ask you the questions necessary to build a clear picture of your staffing needs and the type of professionals you need. In many cases, we'll ask you to complete and return a facility / unit survey form. Our number-one priority is finding professionals with the skills and experience to provide high quality care in your clinical setting, and that takes a little digging.

Expert Matching

Once we have basic information about your need and a signed contract from you, we will initiate a search for a great match. As we identify professionals with the skills, experience, and time available to meet your needs, we will present their profiles for your approval. You are under no obligation until you accept a professional for specific dates. The professionals who work with Solutions Staffing are in high demand, so it's always best to have an approval process in place before we present their profiles to you.

We are happy to coordinate introductions and phone interviews as you are considering candidates. We understand how important it is to find a professional or professionals who fit well with your healthcare environment.

Credentialing HR Support

Once you confirm your acceptance of a Solutions professional and the professional accepts the assignment, their entire HR file will be accessible to you.

Licensing

Based on the lead time we have to fill your need, we will either present nurses and allied professionals who are already licensed in your province or initiate licensing and registration with the provincial registering body that is applicable. We work with provincial colleges and registration bodies daily, so we understand the requirements for every province.

“The Canadian nurse workforce is aging and is not being replaced in numbers adequate to replace retiring nurses and meet increased needs for nursing service. In 1995 the largest group of working RNs was in the 40-45 age range. By 2011, they will be in their mid-to late-50s and leaving the profession for retirement. The Canadian Nurses Association predicts that by 2011, Canada will be short 100,000 practicing nurses. In BC, 48 per cent or 13,428 nurses are 45-64 years of age, with 15 per cent over the age of 55. In 10 years, 33 per cent will be considering retirement.”

– *From Nursing BC, Oct 2001*

How Does It Work?

Travel, Housing, and Transportation

Solutions Staffing has a full-service in-house travel coordinator who works directly with the nurse or allied professional to plan cost-effective travel. We are also happy to coordinate housing and local transportation, or you may do it if you prefer. Depending on the length of the assignment, professionals generally prefer an extended-stay hotel or apartment, but we've seen just about every option, from a hospital residence home to a local bed and breakfast.

Payroll

Solutions nurses and allied professionals fill out a timesheet every two weeks, which is signed off by your designee so there are no surprises. These will be included with your bi-weekly billing for your convenience and for verification purposes.

Check-in Calls

Once an assignment begins, we will check in with both you and the nurse or allied professional to make sure everything is going well. We are direct and effective in problem solving and expect you to call us with questions or concerns at any time.

Post-assignment Evaluations

We conduct post-assignment evaluations with both you and the professional. The information we gather helps us refine our understanding of your needs, gain a deeper understanding of the nurse or allied professionals strengths and weaknesses, and learn important details that will help us attract other professionals to your assignment if or when necessary.



Qualified, Skilled Professionals

It takes a special kind of person to be a travel nurse. Generally speaking, Solutions Staffing places staff into areas that are extremely busy, uniquely challenging and are short of regular staff members. Our staff works with a minimum amount of orientation and for the most part they thrive in this type of environment. In fact we are told that this type of environment is what attracted them to a career in travel nursing in the first place.

Experience Counts

Solutions works primarily with experienced staff. Together, we will outline the experience and skill set you need to manage your general or specialized units, however Solutions will ensure that all of its employees have at least one year recent, current experience in their chosen specialty, as well as at least two years general healthcare experience. All Solutions professionals are pre-screened prior to any introduction to you or your facility inclusive of:

- An extensive profile that includes work history, general educational background, and clinical skills checklists for their area of expertise.
- An up-to-date criminal records and background check
- Picture ID, driver's license, proof of eligibility to work in the applicable province or territory
- License verifications for specified province
- Three positive professional references
- Physicians statement and immunization records
- Copies of current certificates and licenses



“Solutions Staffing provides a solution for both short and long term staffing needs in a variety of clinical areas. It is as simple as a call to Solutions by the nurse manager detailing the dates, shifts and nursing unit/skills set required. Potential relief candidate profiles are sent to the nurse manager to review. The agreed upon nurse is then scheduled. The nurse manager can choose to be responsible for the accommodation arrangements or to leave this up to Solutions. The nursing staff that have come to work at our facility are knowledgeable, skilled and adjust to the work environment and demands well.”

– *Angela, Director of Nursing British Columbia*



Our Areas of Experience

Solutions Staffing has extensive experience in consulting and coaching, working with the following professional designations:

- Registered Nurses
- Licensed Practical Nurses
- Nurse Practitioners
- Lab, X-Ray, Ultra Sound, MRI Technologists

Solutions has placed temporary staff into most areas of nursing and into a number of different healthcare settings, inclusive of:

- Emergency Departments in both small rural centers and larger referral centers
- Intensive Care Units
- Operating Rooms, Recovery Units, Daycare Surgery
- General Medical/Surgical/Telemetry Units
- Hemodialysis
- Psychiatry Units both hospital based and community outreach programs
- Labor Delivery, Maternal Child Centers
- Specialized Clinics
- Float Positions
- Long Term Care
- Community Health Centers
- Isolated Outpost Positions

“Solutions is excellent to work with. They are courteous and always do their best to assist us.

I’ve called them for last minute assistance and they were able to help. Another time when there was a miscommunication regarding the staffing needs and an overtime shift (which would have cost our hospital dearly), Solutions assumed responsibility and sorted it out with their employee.

What I appreciate most is their competence in assigning the correct staff for the job required. When you ask for a nurse with specific experience, they understand what you are asking for and communicate clearly with you regarding the expertise level that they are sending.”

– **Darlene, Clinical Coordinator,
British Columbia**

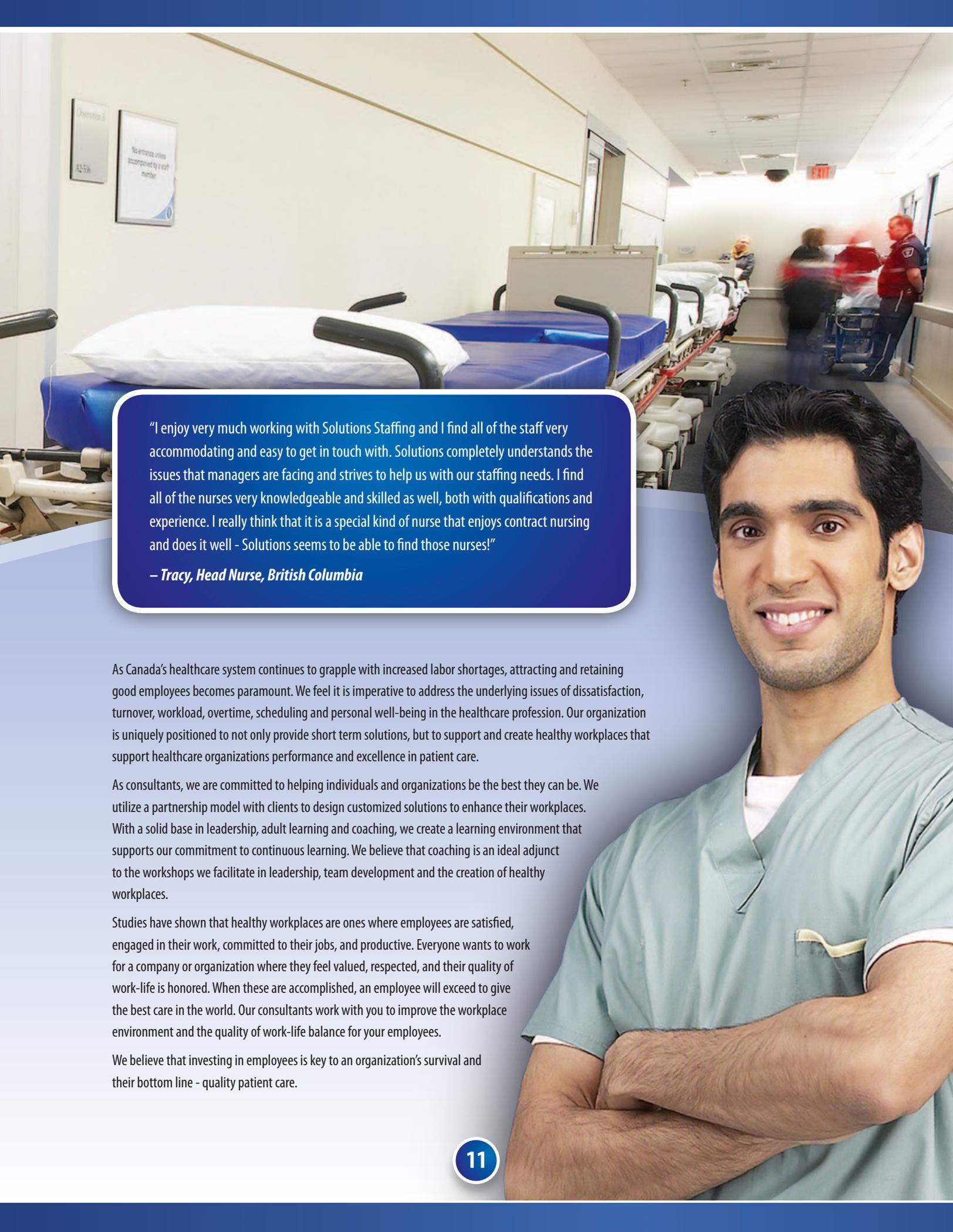


Company Profile

Solutions Staffing Inc. – a rapidly growing, innovative healthcare consulting group that serves many parts of Canada – is well qualified to meet the staffing needs of your healthcare organization. Solutions Staffing has extensive experience in staffing temporary vacancies ranging from 1 to 52 weeks in duration, and in resolving more permanent placements. We believe that our services provide an excellent augmentation of your organization's current and future employee recruitment efforts. Not only do we provide immediate staffing relief, we also address long-term employee recruitment and retention strategies.

Solutions Staffing's services have been utilized to fill planned vacancies, educational leaves and unexpected shortages in healthcare facilities right across Canada. For example, in 2010 Solutions filled over 2,000 temporary staffing assignments throughout Canada. Our organization has a consistent history of filling over 85% of the staffing requests made of us within 48 hours.

We believe that providing temporary staff to your organization is an ideal way to introduce candidates from across Canada and the world to your organization, your community and your individual facilities. We support this staff placement service with exceptional quality assurance, human resource services and advertising opportunities, as well as long-term retention strategies. Addressing issues of retention, as well as recruitment, creates a workplace where once introduced, staff will want to stay.



"I enjoy very much working with Solutions Staffing and I find all of the staff very accommodating and easy to get in touch with. Solutions completely understands the issues that managers are facing and strives to help us with our staffing needs. I find all of the nurses very knowledgeable and skilled as well, both with qualifications and experience. I really think that it is a special kind of nurse that enjoys contract nursing and does it well - Solutions seems to be able to find those nurses!"

– Tracy, Head Nurse, British Columbia

As Canada's healthcare system continues to grapple with increased labor shortages, attracting and retaining good employees becomes paramount. We feel it is imperative to address the underlying issues of dissatisfaction, turnover, workload, overtime, scheduling and personal well-being in the healthcare profession. Our organization is uniquely positioned to not only provide short term solutions, but to support and create healthy workplaces that support healthcare organizations performance and excellence in patient care.

As consultants, we are committed to helping individuals and organizations be the best they can be. We utilize a partnership model with clients to design customized solutions to enhance their workplaces. With a solid base in leadership, adult learning and coaching, we create a learning environment that supports our commitment to continuous learning. We believe that coaching is an ideal adjunct to the workshops we facilitate in leadership, team development and the creation of healthy workplaces.

Studies have shown that healthy workplaces are ones where employees are satisfied, engaged in their work, committed to their jobs, and productive. Everyone wants to work for a company or organization where they feel valued, respected, and their quality of work-life is honored. When these are accomplished, an employee will exceed to give the best care in the world. Our consultants work with you to improve the workplace environment and the quality of work-life balance for your employees.

We believe that investing in employees is key to an organization's survival and their bottom line - quality patient care.

Changing Healthcare Needs

Recruitment and retention continue to dominate healthcare discussions as our workforce ages and we struggle to attract enough new recruits to replace them. We are all aware that the numbers of Baby Boomers retiring will far outnumber those in the workforce. O'Brien-Pallas and colleagues estimated that even if RNs keeping working to age 65 - and most do not - Canada will lose 13 per cent of its workforce by the end of 2006 (CNA, 2006). The Canadian healthcare system is in crisis and current forecasts predict a trend of increased shortages that will peak in 2011 and continue into the next decade. The current shortage of healthcare workers, absenteeism, cost constraints and increased complexity of patients is compromising nursing's ability to provide quality patient care. "Research has made it clear that problems with nurses work and work environments, including stress, heavy workloads, long hours, injury and poor relations with other professionals can affect their physical and psychological health" (Canadian Health Services Research Foundation, 2001, p.3). This is reflected in the fact that absenteeism among RNs is 58 per cent higher than the average Canadian full-time worker. Nearly 10,000 full-time-equivalent positions were taken up with absenteeism in 2005 (CNA, 2006).

"Healthcare employers must look beyond immediately recruitment and retention challenges, adopting a longer term assets view of the healthcare workforce. From this perspective, while filling immediate staff shortages and engaging in succession planning remains critical, equal attention must be given to maximizing the development and utilization of existing human resources" (Lowe, 2002, p.49).

Utilizing temporary staff allows healthcare facilities to augment current staffing recruitment and retentions initiatives. Furthermore, it offers support to current permanent staff by allowing additional coverage for vacation, sick time and educational opportunities. This flexibility prevents burnout, injury and decreases overtime. Employees who feel supported in their roles become more engaged in their roles, more dedicated to improvements and tend to remain longer in one position.

Recent research suggests an almost perfect correlation between overtime and sicktime; furthermore, overtime is highly predictive of increased lost-day injury claim rates among nurses (O'Brien- Pallas, Thomson, Alksnis & Bruce, 2001; Shamian, O'Brien-Pallas, Kerr, et al., 2001).

The effect of workload and overtime on nurses' health is clear. In any given week, more than 13,000 Registered Nurses - 7.4% of all Registered Nurses - are absent from work because of injury, illness, burnout or disability (CLBC, 2002). According to Canada's Labour Force Survey, that rate of absenteeism is 80% higher than the Canadian average (8.1% for nurses, compared with a 4.5% average among 47 other occupational groups) (CLBC, 2002)

– *Our Health, Our Future: Creating Quality Workplaces for Canadian Nurses - Final Report of the Canadian Nursing Advisory Committee - Health Canada*



A Look At The Costs

Placing Temporary, Qualified Staff Into Your Facility Generally Pays For Itself

Overtime costs amount to millions of Canadian healthcare dollars each year. Hours worked by temporary staff can significantly reduce the amount of overtime worked in your facility. By utilizing temporary staff to fill immediate staffing shortages, Solutions Staffing clients have shown significant over pre-booking overtime. As well as facilitating additional cost savings as follows:

- Reduced sick time
- Reduced employee injury
- Reduced long term disability costs
- Reduced employee burnout
- Increased educational opportunities
- Increased job satisfaction resulting in increased retention ratios
- Increased patient safety and improved outcomes

There is generally a base hourly, daily, or weekly fee plus charges for overtime and on call. In the case of travel assignments, you will also be responsible for travel costs to and from the nurse's city of residence to your facility and the cost of accommodations.

Additional Savings Through Utilization of Temporary Staff

Payroll, benefit and WCB expenses are eliminated to you. Solutions maintains all scheduling, payroll and benefit costs as part of its comprehensive service package. The cost of replacing sick time, holiday time, and disability is eliminated through temporary contracts by maintaining an "hours paid for hours worked" philosophy. Generally speaking professionals who are working in temporary assignments may fill more than one scheduled rotation.

Certificate Training

Temporary contracts eliminate the high cost of training and certificate maintenance. Our staff comes to you with current, valid certificates in their applied areas of expertise as well as recent, applicable experience which make them ideal to fill your short term staffing needs. Your facility will save the high costs associated with re-training and cross training staff for short term staffing needs.

Frequently Asked Questions

How will you schedule your nurses into our current rotations?

Although Solutions Staffing Inc. is able to contract nurses for very short-term “crisis” relief, in order to keep your costs as low as possible, we prefer to contract nurses for 4 to 12 week contracts, though longer terms are available.

Our personnel generally work four scheduled 12-hour shifts per week. Frequently, facilities are able to fill more than one full-time rotation with this type of scheduling. We leave the scheduling up to you; you best know what your current needs are!

Can your agency’s nurses be floated to more than one area?

Yes. Each of our nurses and other healthcare professionals have completed a detailed skills checklist for all the areas that they are able to float to. In each profile we send to you, we will indicate all the areas that the candidate has expertise in. We recommend orientating Solutions-sourced personnel to one or more areas in your facility in order to best take advantage of their individual skills and expertise.

To ensure our quality of service to you, we ask that our personnel not be floated to areas that they have not indicated they are able to float to, or to areas they have not had orientation in.

How much orientation to each unit is appropriate?

Because your facility is unique, with pre-existing needs and evaluation criteria, your orientation requirements will likely vary by each unit being assigned to and each individual nurse or other healthcare professional. Your Solutions client manager will make recommendations regarding appropriate orientation based on research and dialogue with you... as no one understands your facility better than you! We will work together to create a positive outcome, starting with orientation.

Hospital Healthcare Staffing Request

Thank you for your interest in Solutions Staffing Inc. Our goal is to help you with your healthcare staffing needs in a timely manner. Please fill out the following request form, and submit by email or fax and we will contact you within 24 hours (Monday - Friday), to discuss your staffing requirements. **Our fax number is 1-866-282-9140.** Email us at: admin@solutionsstaffing.ca

Contact Person _____ Title _____

Facility Name _____

Street Address _____

City _____ Province / State _____ Postal / Zip Code _____

Telephone _____ Fax _____ Mobile _____

Email Address _____

How do you prefer to be contacted? Phone Email

How did you hear about us? _____

Is your facility part of a healthcare authority? If yes, which one? _____

When do you anticipate needing assistance with your staffing requirements? _____

Approximately how many healthcare professionals will you require? _____

What areas of expertise are you looking for, if any? _____

Additional Comments _____





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