Reorganization Process and Agreement
September 3, 2020

The Employer reserves the right to add to, edit, delete or modify any of the terms of these proposals at any time during negotiations.

PeaceHealth Labor and Delivery Reorganization Process 2020

Pursuant to the provisions of Article 14.3, the Oregon Nurses Association ('Association') and Sacred Heart Medical Center ('Medical Center') hereby agree to the following process for the Labor and Delivery reorganization. The purpose of this process is to address the consistent staffing issues on Labor and Delivery to ensure that all staff are supported in striving to provide Patient Care that is 100% perfect in alignment with our Mission and Values.

1. The Labor and Delivery reorganization to standard start times and shift lengths will be placed on hold for no longer than 180 days. During this time, all staff within the department commit to:
   a. Work with Renee Thompson of Healthy Workforce Institute on the changes needed to address the cultural issues of the department.
      i. To do this, all Labor and Delivery employees will:
         1. Participate in a mandatory staff meeting on 9/30/2020 from 0745 – 0845 or 1545-1645.
         2. An additional meeting time shall be scheduled pending availability of the CNO.
            a. Staff may join the meetings by Microsoft Teams
            b. Staff unable to attend should contact their leadership team and set up time to discuss the content of the meeting and get any resources provided.
               i. Staff should make every effort to attend and request assistance with troubleshoot any conflict with leadership.
   3. Complete additional mandatory education provided through the process of addressing cultural issues and patient care issues.
      a. ONA agrees to waive the 4-month notice requirement of Appendix E for these proposed trainings.
   4. Engage in collaborative conversation with nursing leadership on the culture of the unit and what all parties will do to address the issues together.
      b. Work in a committee comprised of equal parts staff and nursing leadership to develop, implement, and trial department
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scheduling strategies to address current staffing issues and ensure quality safe patient care.
i. The committee will consist of 4 staff members and 4 leaders. In addition, each part of the committee will have 1 ad hoc member.
ii. ONA will implement a nomination and voting process for nurses to select the nurse members of this committee.
iii. The committee will work collaboratively to develop a charter.

1. The charter will identify the duties and goals of the committee and shall be submitted to the Director of Nursing Women’s and Children’s services for final approval
2. Within this charter, the committee will mutually agree to definitions for “Collaboration” and “Civility”. The Committee will also set a mutually agreed upon behavioral standard for all committee members.
iv. Committee Accountability Measures – In the event that a committee member violates the behavioral standards, and 4 voting members believe that individual should be removed from the committee, the 4 member shall provide a report of the violation(s) to the Director of Nursing for Women’s and Children’s services and the Chief Nursing Officer who will determine if the individual shall be removed from the committee. The committee member removed will be replaced by the ad hoc member and a new ad hoc member will be added.
v. Proposals developed by the committee will be reviewed by the Director of Nursing Women’s and Children’s services for final approval once the committee is in agreement.
vi. Liaison to Labor Management Committee: One leader and one staff member from the committee will attend Labor Management Committee and provide a progress update. These two committee members shall coordinate together the information they would like to share including successes and opportunities.

2. Reviews:
a. Once any new schedules or strategies have been implemented, the committee will meet bi-weekly to discuss any gaps, issues, revision or patient care concerns and attempt to immediately resolve the issues.
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i. Staff will work collaboratively with the committee and department leadership to resolve issues to the best of their ability.

ii. The committee will keep all staff updated on their efforts/work and any proposed schedule changes needed.

3. If after at least 12 weeks on the approved schedule, the staffing issues are not resolved or, if at the end of the 180 days the staffing issues are not resolved, the Medical Center will resume the current reorganization and move forward with 2 meeting and implementation no sooner than 45 days from the date of notice.
   a. The Medical Center and the Association may agree to extend or shorten the time periods listed, or agree to additional meetings, outlined in this section by mutual agreement.

4. If at the end of the 180 days, or sooner, the Medical Center determines, in its sole discretion that the reorganization will not continue, it shall notify the Association in writing.

5. Should the reorganization need to continue, the Medical Center will provide an updated proposed schedule, roster, and seniority list to the Association.
   a. In addition, the Medical Center will provide a copy of their last proposal dated August 19, 2020 to the Association at that time.

6. None of the provisions of this MOU shall negate those of any prior Labor and Delivery reorganization MOUs except for those expressly laid out in this agreement.

SACRED HEART MEDICAL CENTER  OREGON NURSES ASSOCIATION

By: ________________________________  By: ________________________________
Date: 9/11/2020  Date: 9/14/20