

**CONTROLLED DOCUMENT**

Department:	Administration Department
Document No:	CMC- HR - 003
Issue Date:	01/05/2008
Revision Date:	29/10/2020
Next Review Date:	25/09/2022

STAFF RETENTION POLICY**1. PURPOSE:**

- 1.1. Canadian Medical Center and Group values its staff and the work they do. It is committed to the retention, retraining and development of existing staff.

2. POLICY STATEMENT:

- 2.1. Staff retention policy operates within the broader initiatives of talent management. These include, but are not limited to skill development, staff deployment, mentorship, performance management, learning and development, equal employment opportunities, employee engagement and employee relations.
- 2.2. All processes and procedures of Canadian Medical Center & Group must meet the current requirements of regulatory authorities and industry guidelines, but also should be centered on general employee interests including personnel development and building trust and belongingness.
- 2.3. All processes and procedures will be transparent, equitable, fair and auditable. Staff will be treated with courtesy and respect throughout all processes and policies.

3. SCOPE:

- 3.1. Retention of CMC & Group staffs which are,
- 3.1.1. Canadian Medical Center LLC
 - 3.1.2. Canadian Medical Center LLC Branch -2
 - 3.1.3. Canadian Medical Center LLC Branch – 3
 - 3.1.4. Canadian Medical & Rehabilitation Center LLC
 - 3.1.5. Canadian Medical Center & Plastic Surgery LLC
 - 3.1.6. CMC Healthcare Sole proprietorship LLC
 - 3.1.7. Canadian Medical Center for Surgery & Cosmetic
 - 3.1.8. CMC First Aid Clinic

4. TARGET AUDIENCE:

- 4.1. All Head of Departments, Clinic supervisors and senior management of the CMC & Group

5. RESPONSIBILITY:

- 5.1. Joint responsibility is held by the Medical Directors of the Canadian Medical Center's, Operations Manager's, Clinic Supervisors, Nurse Manager, Chief Administration Manager and Chief Compliance officer individual Head of Departments, (HOD's), Human Resources Department.

6. PROCEDURE:

- 6.1. There will be great attention paid to the retention and satisfaction of staff. Retention of CMC staff is quite a challenge worldwide. Salaries will be kept at par with the best in the industry.



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	PROCEDURE	RESPONSIBILITY
6.1.	Measuring and continuously improving staff morale, commitment and performance: 6.1.1 There will be continuous monitoring of staff turnover. If the indicators, show sudden increase in turn over, a root cause analysis will be done to ascertain the causes and solutions for organization to implement, to control the same. 6.1.2 Regular staff satisfaction survey is conducting by CMC Management to gauge the morale of the staff. The results of the same is shared with us and will do the needful based on the results. 6.1.3 There will be provision for extracurricular activities to maintain the staff morale. 6.1.4 A group wide employee of the year will be conducted to increase motivation, by recognizing the performers for the following category 6.1.4.1 Physician 6.1.4.2 Nurses 6.1.4.3 Other allied profession 6.1.4.4 Administration	Corporate Human Resource Dep.
6.2	The following could be steps to improve morale: • Opportunity to voice their suggestions and concerns. • Opportunity for participation in the work process • Opportunities for Training and Advancement.	Individual HODs
6.3	Training and continuous professional development for all staff, focused on clinical staff: 6.3.1 Training Need Analysis will be done annually through Survey outcomes, performance management measures, technological changes, mandatory requirements, etc. 6.3.2 A comprehensive training calendar will be rolled out in the beginning of the year. There will be a planned general training as well as individual training as identified in individual performance appraisal. Staff will be given official time to do training which is of	Individual HODs Corporate Human Resource Dep. / Quality Dep.



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	direct benefit to the hospital. This will be decided on a case-by-case basis. 6.3.3 There will be provision of in-house clinical conference for all medical, nursing, technical and other staff to attend in coordination with external consultancies. 6.3.4 Key personnel will be sent to conferences/seminars to update their knowledge/skills. When possible, training will be provided on site by experts outside of organization	Human Resource Manager/Senior Leadership. Human Resource Manager/Senior Leadership
6.4	Performance appraisals will be conducted for all employees periodically. The line manager/immediate Supervisor sits with the staff and both jointly agree on strengths and areas of improvement of the staff.	HOD's/ Supervisors
6.5	Employee suggestion box is available in all units/Corporate Office HR. Employees can utilize this facility to ensure direct upward communication with the management. The contents of the box will be reviewed by the management and appropriate action will be taken, if feasible.	Human Resources Manager
6.6	Employee Engagements such as Seasonal Greetings/functions, Nurses day & other activities are conducted in CMC to engage the employees and retain them.	Human Resources Department
6.7	When an employee resigns, an exit interview will be conducted using the exit interview form. Any suggestions given by the outgoing staff will be reviewed by HR. The suggestions gathered from the exit interview will then be discussed with Relevant HOD and Operations Manager/CEO/ Medical Director and based on the directions received from them will be suitably incorporated in the organisation for further improvement.	Human Resources Manager

7. DEFINITIONS AND ABBREVIATIONS:

7.1	Staff Retention	An effort by CMC leadership to maintain a safe environment which support current staff remain with CMC & its group.
7.2	Employee Engagement	Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. Our Engaged

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		employees work with passion, and they drive innovation and move the organization forward.
7.3	Employee Satisfaction Survey	Yearly employee satisfaction survey in all units & action to improve the weak areas.
7.4	PSV	Primary Source Verification

8. DISTRIBUTION LIST:

On shareholder Policies HR

9. SPECIAL INSTRUCTIONS:

9.1. Not applicable

10. CROSS REFERENCE, RELATED LEGISLATION, FORMS, POLICY & DOCUMENTS:

- 10.1 Joint Commission International Accreditation for Ambulatory Care, Fourth Edition 2019. Joint Commission Resources; GLD
- 10.2 Hospital Standards, Health Authority-Abu Dhabi, 2008;
- 10.3 ISO 9001:2015 Quality Management System Requirements
- 10.4 ISO 14001:2015 Environment Management System

11. KEY RESULT AREAS:

- 11.1. The procedure is fully implemented if there are nil incidences of non-compliance with this policy.

12. AMENDMENT HISTORY:

Version	Revision Date	Description of Amendments	All pages
01	01/05/2008	New policy	NA
02	29/10/2020	Stakeholders revised	Throughout the policy
02	29/10/2020	Procedure modified 6.1, 6.2 & 6.3	Pages 5-7

13. APPENDIX:

- 10.5 Exit interview form

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STAFF RETENTION POLICY**14. APPROVAL SHEET:****Document Developed & Reviewed By:**

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	Name	Signature	Date

Document Approved By:

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Manager Human Resources /Chief Administration Officer	Mr. Sallam Mohammed Naji		29/10/2020
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