



August 28, 2015

To: CUPE Members at:  
o Concordia Hospital  
o Grace Hospital  
o Riverview Health Centre (CUPE support and trades staff only)

We are very sorry for not being able to process your entire retroactive pay on August 28<sup>th</sup>. We know how long you have been waiting for this payment and cannot emphasize enough our regret at this circumstance. You provide tremendous value to our patients and deserve better.

Ensuring that everyone working in our system is paid accurately is very important to all of us and this delay is in no way a reflection on your importance to the health care system. Our Executive Team deeply cares about ensuring the accuracy of your payroll and so do each and every member of the Human Resources Shared Services (HRSS) and Business Process Solutions Project (BPSP) teams. We hope that the explanation below helps you understand this delay.

The delay has been caused by concerns about the accuracy of the information provided by the previous payroll system. The staff at HRSS and BPSP identified irregularities and are working to correct them. This is not a problem caused by the new SAP payroll/finance system, and we want to assure you that all retro pay for the time since your site has been on SAP, is being processed on August 28, 2015. We made a difficult decision - and one we believe to be in your best interests overall - to delay this portion of the retroactive pay so that we can ensure accuracy in the payments.

Unfortunately, it was not possible for us to foresee issues with the old system data file. We are committed to processing the balance of retroactive pay owing to you by September 11<sup>th</sup>, and our teams at HRSS and BPSP will work hard to address the data concerns to ensure accurate payment.

We ask for your patience and understanding towards allowing the BPSP and HRSS teams to stay focused on processing the retroactive pay accurately, as well as the upcoming major and final SAP implementation rollout.

The SAP implementation is the largest systems project in WRHA history, with changes impacting on all 28,000 employees across the region. It is no small task to transition the multiple payroll systems, standardize many different work processes and accounting for the over 100 collective bargaining agreements. Once fully implemented, the new system and processes will allow us to manage all of this complexity more effectively. We can assure you that the HRSS and BPSP teams are dedicated hard working individuals, and are doing everything possible to minimize transitional issues. Despite the challenges of such a large complex project, they have successfully run every payroll without major incident, achieving their top priority.

Again, we are truly sorry for this delay and any difficulties it may have caused.

Sincerely,

Lori Lamont  
Interim President and CEO

Réal Cloutier  
VP & Chief Operating Officer

Dave Leschasin  
VP & Chief Human Resources Officer

LL/RC/DL/ld

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