



Private and Confidential

Hand Delivered

December 19th, 2025

██████████
Casual Food Service Worker
South Shore Regional Hospital

RE: Clarification of Expectations

Dear ██████████

This letter and our meeting today will serve as a summary and follow up to the meeting we had on Monday December 8th, 2025 and Thursday December 11th, 2025. Present during the meeting was ██████████ (██████████ in place of ██████████ on Thursday) Cupe Rep, ██████████ HRBP, ██████████ Manager Nutrition & Food Service, Myself, Morgan McCarthy Nutrition & Food Service Supervisor and yourself. During this meeting we talked about our concerns with your pace of work, your ability to take direction, and understanding of our policies and procedures at Nova Scotia Health Authority.

During this meeting we summarized the conversations we've had since late October.

Overview:

In October I had concerns brought forward that you were not arriving to work on time. On October 22nd, 2025 I viewed you arriving to work late, at the time I understood there is trouble with parking currently, but asked that you try and do your best to arrive on time. Your response was this was that you were only 5 minutes late.

On October 23rd, you and I had a conversation regarding your speed at stripping trays as you were wearing large green pot washing gloves to strip, we talked about alternatives and not using the gloves, but you did not feel comfortable wearing normal latex gloves to strip dirty trays. We agreed we would monitor as you did not feel it was affecting your speed.

On Nov 13 we had a conversation regarding your timing when collecting trays and how a delay in getting back downstairs can cause additional workload for your coworkers. You noted that you would improve, and you do your best to get back down on time. We also talked about feedback from your trainers who felt they were unable to properly train you due to your inability to take constructive feedback. You felt at the time that some of your coworkers were being disrespectful. We had a discussion regarding respectful workplace, but at the time you did not want to give details, and noted we would talk in the future if things did not improve.



On November 18th, you and another coworker came into my office to discuss training, at the time you felt you did not need training as you were already aware of all the duties of the shift. I explained training was not to state you were not aware of what duties to accomplish, only that there are always additional benefits to being trained and obtaining all the details of the equipment of you were using specifically the auto scrubber. Your colleague felt very discouraged as they were taking their time to help you learn. You were quoted that evening saying "I know everything"

On Tuesday November 25th, I received a complaint that you went up 20 minutes early to collect trays instead of staying downstairs and helping your coworkers, to which it took you 45-50 minutes to come back down when it should have been approx 30 minutes. The coworker felt that it took that long because when you go up to early patients are not ready to give you their tray, and it made the coworker feel as though duties were not equitably shared.

On November 28th after having a huddle the day before reinstating the scent free policy I had to have a conversation with you regarding the cologne you were wearing. You did not seem aware of not being able to wear cologne even after reviewing the policy.

On December 4th I received another complaint of a similar concern where in the evening you went up too early to collect and came down an hour later with trays. Making another coworker again feel as though duties were left for them and not distributed equitably.

This was discussed during our first meeting on Monday, but unfortunately due to time constraints and another meeting we had to book an additional meeting to ensure we could hear your concerns.

We also discussed that when we met with you to clarify work processes and you said you were not feeling well that we would encourage you to call in in the morning for the afternoon shift, as you could be feeling better in the morning. Against our advice you called the supervisor on call right away.

We reviewed your concerns with respectful workplace as you felt some of your colleagues were being disrespectful, we will continue to monitor and address and have agreed to meet weekly in the next month to ensure your concerns are heard.

Action Plan

To support your success in meeting expectations in your position with Nova Scotia Health Authority you are required to:

1. Arrive to work on time for all scheduled shifts
2. Communicate effectively with your coworkers and management
3. Bring forward any concerns or questions to your supervisor & manager
4. Ensure work procedure times are followed

To support your improvement, Nova Scotia Health will;

1. Meet with you weekly to ensure effective communication for the next month
2. Monitor and review your progress
3. Provide clarification on job duties and expectations



Please be reminded of support services that are offered internally through the Occupational Health Nurse Service and externally through the Employee and Family Assistance Program (EFAP). They are valuable resources and offer a broad range of services. You may access an Occupational Health Nurse, by calling 902-527-5243 or the external EFAP service by calling **1-800-461-5558** or by visiting their website at nshealth.lifeworks.com. Please notify me if you require assistance in obtaining access to these services.

As indicated in our meeting, it is the intention of the employer to support you to be successful in meeting expectations. When you are successful it has a positive impact on not only your job performance, but your team and the patients we serve as well. We trust and are relying on your commitment to improve your behavior in a manner that is consistent with the standards, policies, procedures, and expectations of the employer.

As your supervisor it is my intent to support you in your success with the Nova Scotia Health Authority. I strongly encourage you to contact me immediately if you have any questions or concerns.

Yours truly,

Morgan McCarthy
Nutrition & Food Service Supervisor
South Shore Regional Hospital
Nova Scotia Health

Cc. Employee File – People Services/SSRH
[REDACTED] – Manager, Nutrition & Food Services
[REDACTED] – Human Resources Business Partner