

# People Strategy

2021-2023

# Dear Colleagues,

At Home and Community Care Support Services (HCCSS), we are committed to the diverse populations we serve across our province and to playing an integral role in creating a healthier community for all.

Within this organization, our people are our greatest asset. As leaders, we are able to make a positive difference in the lives of patients and their families by investing in our people to ensure they have the abilities, support, and ambition to do their best work in the communities we serve.

Building a healthier community for all depends on all of us. We all contribute to achieving our vision by living our organizational values every day, and translating them into concrete actions that have a positive impact both within our walls and beyond them. Creating a positive culture where people do their best work is paramount in achieving our vision.

The priorities laid out in this plan are our commitment to you. We are dedicated to ensuring each and every one of you has the skills, knowledge, and ability to do your best work. This People Strategy is our roadmap, and will shape the way we lead, engage, and develop our people to enhance our organization.



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# What is a People Strategy?

A people strategy is driven out of strategic priorities, which are rooted in an organization's mission, vision and values. At HCCSS, our people are our best resource, and this is reflected in the first of our four strategic priorities:

1. **Invest in Our People**
2. Advance Health System Modernization
3. Accelerate Innovation and Digital Delivery
4. Drive Excellence in Care and Service Delivery

Our staff continually demonstrate our values of collaboration, respect, integrity, and excellence. We believe our teams want to support each other, engage in respectful communication, receive recognition for their work, and collaborate to build a better workplace. This strategy includes a focus on stabilizing our workforce, and creating solutions that recognize the fact that we remain 14 separate and distinct organizations, while finding ways to harmonize, innovate and work as one toward our goal of providing exceptional care – wherever people call home.

Our mission, vision and values guide our strategic priorities and provide a foundation for who we are and what we do as united organizations. As we continue to deliver home care services in our province, our People Strategy will ensure this vital work is performed by the strongest team possible – a collective of passionate individuals who seek to make positive impacts through the delivery of high quality, compassionate care. Against the backdrop of a constantly changing health care environment, our team must be agile and responsive to meet the needs of patients in the community. Thus, our first strategic priority – **Invest in Our People** – will support the achievement of the remaining three.



# We are setting the stage for success.

Our People Strategy is a commitment to our people. Grounded in four priorities, which align with our organizational values and corporate plans, this strategy articulates how we will position our workforce for success and enable our people to reach their full potential.

This strategy seeks to engage and empower our workforce in new ways so we can achieve our vision of a healthier community for all. It also focuses on developing policies, processes and practices that empower our teams to perform to the best of their abilities, take pride in owning their daily duties, and feel excited to come to work. It will take our mission, vision and values from concept to action.

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|--|---|---|--|--|
| <b>PEOPLE PILLARS</b>  | <b>Wellness, Wellbeing, Health &amp; Safety</b><br>Create a positive, healthy, and engaging workplace that supports people to care for themselves and each other. | <b>Effective Team Culture</b><br>Establish a high performance mindset and culture of mutual respect and kindness. | <b>Rewarding Careers</b><br>Recognize the incredible work of our talented teams. Stabilize our workforce and attract, develop and retain exceptional people. | <b>Equity, Inclusion, Diversity, and Anti-Racism</b><br>Advance a culture of equity, inclusion, diversity and anti-racism. Work to eliminate systemic barriers to under-represented and racialized groups. |
| <b>OUR MISSION</b> Helping everyone to be healthier at home through connected, accessible, patient-centred care. |   |   |  |  |
| <b>OUR VISION</b> Exceptional care – wherever you call home.   |   |   |  |  |
| <b>OUR VALUES</b>  | <b>COLLABORATION</b>  | <b>RESPECT</b>  | <b>INTEGRITY</b>   | <b>EXCELLENCE</b>  |
|  | Together we embrace inclusion, teamwork, and partnership to realize our full potential  | We engage with kindness, empathy, gratitude and compassion  | We act with transparency and accountability, building trust, and following through on our commitments  | We are innovative, responsive, and patient-centred, contributing to positive patient outcomes and a seamless, exceptional experience   |

# We have some work to do.

As a new organization encompassing the knowledge, experiences and cultures of 14 separate corporate entities, we need to invest in our teams to ensure we have the right people, right skills, and right mindset in place to achieve our goals. As we work closely with partners across the province, we need to be mindful of how the economic, legislative and political environments in which we operate influence this plan. Operating in a time of evolving political priorities and transformation can be limiting, but it also offers opportunities for innovation and creativity in our approach to the work we do.

In our daily work, we see the pressure our health care system is facing as a result of an aging and growing population. To support our team to meet these challenges, we need to:

- Conduct an employee engagement survey and act on the feedback by developing plans to improve the employee experience
- Continue to use our influence and expertise to help shape the future of home care, and support transparency in communication on this topic to all staff
- Ensure our new mission, vision and values are embedded in all that we do
- Ensure our workforce is supported and stabilized, and provided with opportunities for development as well as competitive compensation and benefit programs across the province
- Renew our focus on health and wellness to create a healthier workforce and foster an effective team culture and employee engagement
- Keep a watchful eye on our progress as an employer who champions equity, inclusion, diversity and anti-racism in all that we do

# We have outstanding people.

Our People Strategy was in part born out of a need to stabilize our Home and Community Care Support Services workforce in a rapidly changing health care environment. Our teams are in the community every day, working with patients and connecting with our partners, to achieve one goal: a healthier community for all. The 674,000 people served by HCCSS last year received care that would not have happened without our people – from the Care Coordinator who met them in hospital, to the Team Assistant/Patient Care Assistant who ordered their medical supplies, to the IT professional who solved a network connectivity issue.

We can help each of our exceptional people unlock their full potential by focusing on four priorities:

| <b>Wellness, Wellbeing, Health &amp; Safety</b>   | <b>Effective Team Culture</b>  | <b>Rewarding Careers</b>   | <b>Equity, Inclusion, Diversity and Anti-Racism</b>  |
|---|--|--|--|
| Create a positive, healthy and engaging workplace that supports people to care for themselves and each other. | Establish a high performance mindset and culture of mutual respect and kindness. | Recognize the incredible work of our talented teams. Stabilize our workforce and attract, develop and retain exceptional people. | Advance a culture of equity, inclusion, diversity and anti-racism. Work to eliminate systemic barriers to under-represented and racialized groups. |

# We want a workforce that is healthy and well.

We believe the key to delivering an exceptional patient and family experience is through the creation of a healthy workforce and an exceptional employee experience. Creating a work environment that promotes wellness and that is safe, positive and healthy will empower us to be our best selves, do our best work and deliver the best possible patient experience.

**To achieve this, we will:**

## **Support employee wellbeing and wellness.**

- Refresh our approach to workplace wellness by creating a provincial Wellness program. This will encompass new programs grounded in the seven dimensions of wellness - Physical, Emotional, Intellectual, Social, Spiritual, Environmental, and Occupational – recognizing that all of these dimensions contribute to our individual sense of wellness, and each affects and overlaps the others.
- Review workplace policies and practices to ensure alignment with organizational values and our healthy workplace philosophy.
- Revive and reinforce our Employee, Family and Assistance Programs (EFAP) across the province.
- Recognize and address wellness needs as they relate to COVID-19 and the added strain the pandemic has placed on our workforce.

## **Promote employee health and safety.**

- Develop a province-wide expert occupational health and safety team.
- Review existing health and safety policies and practices with a provincial lens to create consistency, and spread and scale best practices.
- Engage staff in creating shared ownership of employee and workplace health and wellbeing.

# We are building effective high-performing teams, and developing a strong effective team culture.

High performing teams produce great results, and developing a culture where everyone is empowered to share their expertise and make decisions will help us achieve our goals. With the right resources in place, we can empower our teams to be more creative and focus on doing important work with the greatest impact.

**To achieve this, we will:**

## **Implement the first HCCSS Employee Engagement Survey.**

- Share the results transparently and report on our actions taken in response to the survey.

## **Enhance employee recognition.**

- Establish a standardized recognition program across the province.
- Elevate our recognition program to celebrate the success of our talented employees.
- Continue to build a culture of recognition that aligns with our values by encouraging best practice leadership behaviours.

## **Create an effective organization design.**

- Ensure everyone understands how their role is connected to the overall mission and vision of the organization.
- Prioritize clear accountabilities and fair and equitable work distribution between teams.

## **Standardize our Performance Development programs.**

- Create a standardized, best-in-class performance development program.

## **Ensure Remuneration and Compensation is Fair, Consistent, and Sustainable.**

- Negotiate sustainable labour contracts with our bargaining unit partners.
- Harmonize non-union compensation practices with a fair and consistent approach across the province.

# We offer rewarding careers.

Change is the new normal in health care and our people are playing an increasingly important role in shaping our system. Recognizing, celebrating and encouraging the diverse talents of our people at all levels will help us reach our full potential, ensuring we achieve our shared goals and continue to succeed in the evolving health landscape, as colleagues to our health system partners and service provider organizations.

**To achieve this, we will:**

## **Develop leadership capacity.**

- Design, create and implement a leadership development strategy to enhance leadership capabilities for all staff.
- Create a leadership development program so that leaders feel supported and well-equipped to manage high performing teams with an effective team culture.
- Adopt best practices to elevate and develop performance.
- Create a succession management program, with opportunities for coaching and mentorship.

## **Re-establish a clear path for learning and development.**

- Establish a clear and transparent path across the province for employees to access learning and development opportunities.
- Develop and implement a learning and development strategy that provides employees with internal and external opportunities to develop their skills and excel in their roles.

## **Develop an employment brand that attracts top talent.**

- Engage in proactive recruitment efforts, such as creating a provincial HCCSS recruitment social media presence.
- Build on existing reporting and forecasting information to establish a rhythm of data-driven, proactive workforce planning.
- Embrace changes to the future of work that allow us to attract talent from across the province.

## **Build our talented teams.**

- Complete a yearly talent review, continuing to develop, grow and invest in leaders so we can be ready to meet the needs of patients and partners.

## **Recognize change.**

- As the health system evolves, so too do our roles and responsibilities. As leaders recognizing an ever-evolving system that is moving toward integrated, local care, we want our people to see themselves as valued, vital players in the future of home care. We will support our staff in developing the skills that will help them succeed into the future of integrated models of care.

# We want an organization that is equitable, inclusive, diverse and anti-racist.

As the health care system continues to evolve at a rapid pace, we need to be ready to meet the needs of patients now and in the future. Being an employer of choice that attracts, develops and retains top talent will enable us to be agile, innovative and responsive to the health care needs of the communities we serve.

**To achieve this, we will:**

## **Create an Equity, Inclusion, Diversity, and Anti-Racism mission statement.**

- Home and Community Care Support Services is committed to advancing a culture of equity, inclusion, diversity and anti-racism. We will work collaboratively to eliminate systemic barriers to under-represented and racialized groups, and work towards a workforce that reflects the diverse communities we serve, with the goal of optimizing patient and family outcomes. We will have an initial focus on the impact of anti-Black and anti-Indigenous racism.

## **Develop and implement an Equity, Inclusion, Diversity, and Anti-Racism Plan**

- Establish a comprehensive EIDAR work plan that supports our workforce and reflects the diverse communities we serve.

## **Build awareness and cultural competence**

- Ensure all employees have access to training and education on issues of equity, inclusion, diversity and anti-racism, as well as the skills required to incorporate this learning into their daily practice.

## **Review our Human Resources policies, practices and programs**

- Complete a thorough review of HR practices with a focus on equity, inclusion, diversity, and anti-racism to ensure our policies and programs reflect the EIDAR mission statement for HCCSS.

# We are measuring success.

To make sure we deliver on our ambitious plan, we will track and measure trends tied to our first corporate strategic priority to **Invest in our People**. This includes getting a baseline engagement score from an employee engagement survey and monitoring our engagement score (our key overall metric) from that point forward. We are committed to using the insights gained from these surveys to implement actions that improve engagement and ensure our people are the true drivers of our success

As we aspire to reach our goals, we must successfully deliver and align with priorities outlined in our corporate strategy to advance health system modernization, accelerate innovation and digital delivery and drive excellence in care and service delivery.

## Stabilization of HCCSS Workforce

- Retention of staff
- Ability to recruit
- Reduced absenteeism

## Employee Engagement

- Consistent improvement in overall engagement score

| Performance   | Recognition   | Development  |
|---|---|--|
| <ul style="list-style-type: none"><li>▪ Improve absenteeism rates</li><li>▪ Decrease voluntary turnover</li><li>▪ Increasing achievement of organizational goals at the individual and team level</li></ul> | <ul style="list-style-type: none"><li>▪ Increased number of formal staff recognitions</li></ul> | <ul style="list-style-type: none"><li>▪ Increasing number of participants in new provincial wellness program</li><li>▪ Increase in diversity of staff population at all levels of the organization</li></ul> |