



2019-2021

Our **People Plan** is about taking action over the next few years to turn our goals and aspirations into lasting success.



## FOREWORD

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**Rob MacIsaac**

President and  
Chief Executive  
Officer

Hamilton Health Sciences

Welcome to Hamilton Health Sciences' first ever People Plan. This three-year plan lays out the aspirations and work we will undertake together to engage, enable and empower our people to achieve the hospital's vision of the best care for all.

We created the People Plan using input provided by our staff, leaders and physicians in consultations, surveys, and focus groups held to understand what is fundamental to providing an outstanding experience for everyone working at our hospital.



**Julia Kamula**

Chair, Board  
of Directors

Hamilton Health Sciences

In total, this plan identifies a path for our hospital to follow as we navigate the challenges of the modern healthcare workplace and seek to create an environment where individuals and teams can learn, grow, feel respected and thrive.

We are very proud of the talented workforce at Hamilton Health Sciences. The people working and practicing at our hospital are the most precious resources we have; this plan is our commitment to their continued success.

## ABOUT US

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- We are a team of **15,000** staff, physicians, residents and volunteers
- **13,000** employees and **900** active physicians made up our workforce in 2018
- We have more than **450** researchers and more than **1,500** research support staff
- We are a **multi-site hospital that serves southwestern Ontario** residents, and provides specialized, advanced care to people from across the province



## ABOUT OUR PEOPLE PLAN

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We built our People Plan using data from many sources such as, the engagement of stakeholders and focus groups, the My Voice Matters survey, and consultations and interviews with people at all levels of the organization.

The People Plan has a direct link to our Strategic Plan. It is one of four enabling plans to help meet the needs of our organization. Together, the four enabling plans: People Plan, Digital Health Plan, Our Healthy Future and Clinical Services Plan will shape the future of HHS.

This booklet outlines key actions for the next three years; however, the People Plan is a living document, and our course of action will be reviewed and refined in response to future needs.





# STRATEGIC PLAN – BEST CARE FOR ALL

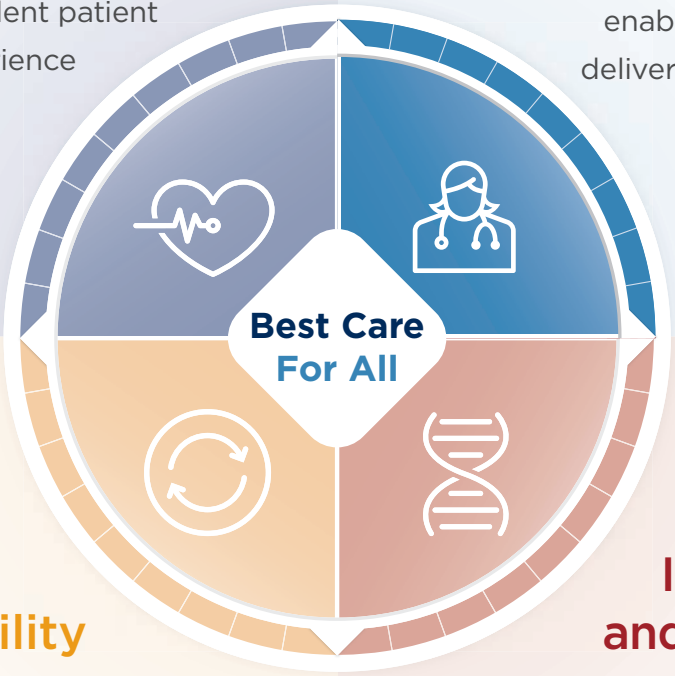
HHS' Strategic Plan is our North Star. It guides the decisions we make everyday about how to invest our precious time and resources. Over time, we have strengthened the metrics and designed new initiatives to drive us forward in an ever-changing healthcare environment.

## Patients

Provide an excellent patient and family experience every time.

## People

Engage, empower and enable our people to deliver on our mission.



## Sustainability

Meet the healthcare needs of the communities we serve now and in the future.

## Research, Innovation and Learning

To lead in research, innovation and learning for the benefit of our community and the world.

## ASPIRATIONAL THEMES

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Our People Plan begins with five aspirational themes that give the plan meaning. They state where we want to be in three years, and what needs to happen between now and then.

### WE CONTINUE TO LEARN

We continue to learn and transform, and are responsive to our rapidly changing environment.

### WE TAKE CARE OF OURSELVES

We take care of ourselves and each other so that we can deliver the best care to our patients and families.

### WE ARE BETTER AS A TEAM

We cultivate positive relationships with each other, our patients and families, our research and academic partners, and the community we serve.





## WE FEEL SUPPORTED BY OUR LEADERS

We are supported and inspired by our leaders to do great work.

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## WE DO GREAT WORK

We are proud and passionate about delivering great work that reflects best practices in providing care for our patients and families.

## ENGAGED. ENABLED. EMPOWERED.

A patient, family, physician and employee-centric experience.

Seven enablers represent key areas of work that will move us in the right direction.



### WELLNESS & SAFETY

Embed a culture of wellness and safety to support a safe working environment, physical and mental health, resiliency and work-life harmony for our people.



### DIVERSITY & INCLUSION

Cultivate an equitable and inclusive environment that honours and respects diversity.



### RECOGNITION

Recognize everyone's contributions and value to patient and family care as part of our everyday culture. Provide flexibility and autonomy for how we all recognize and promote, desired performance, behaviours, and attitudes that align with HHS' vision and values.



## COMMUNICATION

Ensure people have clear direction on HHS' vision, values and brand. Consistently deliver communication that is authentic, visible and meaningful, that fosters trust in leaders and one another, and that helps people at all sites and all levels collaborate and stay connected.



## WORKFORCE PLANNING

Plan proactively for both shorter and longer-term workforce needs to deliver on HHS' objectives successfully, and to retain and support employees, physicians and residents to deliver the best care for patients and families.



## RECRUITMENT & ONBOARDING

Identify, attract, recruit and promote people who demonstrate the values and culture of HHS, and provide a fair, transparent, personal, and consistent onboarding experience.






## DEVELOPMENT & PERFORMANCE

Create a culture of learning by clearly defining the structure and processes to support people in achieving their goals. Support high performance through a consistent process, and create development opportunities that align to both individual and business goals.

# We take care of ourselves



# We take care of each other and ourselves so that we can deliver the best care to our patients and families.

-  We have access to the support, development, and resources to build and maintain well-being and resilience
-  We feel physically and emotionally safe at work
-  We recognize, acknowledge, and respect each other, and look out for the wellness of our colleagues

## KEY INITIATIVES

**Life Speak** – an online digital platform with access to hundreds of expert-led training videos on a range of topics including mental health, fitness, financial well-being, relationships, eldercare, leadership and more. Users can access training 24/7/365 from any computer or device.

**Shine Program & Wellness Centres** – a range of wellness programs, dedicated space, events and initiatives across HHS to help our people live well and work well. This includes: on-site wellness centres, fitness classes, gym discounts, free massage clinics, LifeSpeak, an Employee Assistance Program, The Working Mind and other mental health training, weight management, healthy cafeteria options, wellness courses and lunchtime sessions, contests and challenges, smoking cessation support, SOBI social bike discounts, financial wellness education, and much more.

**Behaviour Safety Risk (BSR) Communication and Care Plan Program** – a way to communicate standard approaches to planning care for the safety and comfort of staff, physicians, residents and patients when a behaviour safety risk is identified.

## SUPPORTING ENABLERS



# We continue to learn



# We continue to learn and transform, and we are responsive to our rapidly changing environment.

- We strive for high performance and build new capabilities in order to respond to changing needs
- We learn from each other and apply evidence into practice
- We are supported in preparing for the next step in our development and career

## KEY INITIATIVES

**Centre for People Development** – the Centre ignites the passion, fuels the curiosity, nurtures the compassion and enables the performance of our people. The focus is on providing learning experiences focused on growing leadership, building strong teams, enhancing performance, and cultivating compassion and resilience. The Centre supports the growth and development of our people, both personally and professionally, through global ideas, best practices, and evidence. By weaving skill, inquiry, compassion and knowledge together, as individuals and as teams, we strengthen our collective ability to deliver on our vision, Best Care for All.

**myLearning platform** – an innovative educational tool from Interprofessional Development, myLearning, gives all HHS employees the opportunity to customize and enhance their learning plans through access to online and face-to-face courses. myLearning provides tracking of personal learning and competency attainment and is easily accessible through any internet connection, on any device, at any time.

## SUPPORTING ENABLERS



# We feel supported by our leaders



# We are supported and inspired by our leaders to do great work.

- We have leaders who clearly communicate the vision and support us to contribute and manage through change
- We have leaders who demonstrate how to live our core values and model leadership behaviours
- We have leaders who listen, are transparent, and engage with us in a meaningful way

## KEY INITIATIVE

**The Working Mind** – an evidence-based program developed by the Mental Health Commission of Canada that reduces the stigma of mental illness in the workplace, and helps increase resiliency among employees and leaders. The program will set the foundation for open dialogue on mental health within our organization, encouraging our people to discuss issues, seek the support they need, and better support one another.

## SUPPORTING ENABLERS






# We do great work





We are proud and passionate about delivering great work that reflects best practices in providing the best care for our patients and families.

-  We take ownership and accountability and are empowered to make decisions
-  We have the support, resources, and tools that we need to fulfill our roles
-  We receive timely, and helpful feedback, and are recognized for our contributions

## KEY INITIATIVES

**Recognition & Appreciation Events** – HHS is committed to celebrating its people throughout the year for their contributions to patient care through corporate appreciation events, such as BBQs and holiday parties occurring in June, September and December. Coming in the fall of 2019, we will honour our long-serving employees and volunteers as well as the recipient of the Pat Mandy Inclusion Award at the first annual *Night of Celebration*.

**Digital Health Plan** – The Digital Health Plan identifies digital solutions that we will implement over the next three to five years to support innovation through our organization. It describes the role that technology will play in improving our operations and services, and identifies the necessary investments to our digital infrastructure.

## SUPPORTING ENABLERS



# We are better as a team





We cultivate positive relationships with each other, our patients and families, our research and academic partners, and the community we serve.

- We understand, value and respect each other's roles and contributions
- We identify the important problems to solve and work together to solve them effectively
- We are inclusive in how we work with each other and our workforce reflects the communities we serve

## KEY INITIATIVE

**Collection of Demographic Information** – a way for employees to self-identify and provide feedback on their sense of inclusion and belonging at HHS. This information will help us understand who we are and how well we represent the communities we serve. All information collected will be maintained in a secure database separate from myHR. All individual responses are kept confidential and do not contain personal identifiers.

## SUPPORTING ENABLERS



# 2019 – 2020

## OUR ACCOMPLISHMENTS OVER THE NEXT 3 YEARS WILL BE:

- New activities to promote diversity and inclusion
- Addition of LifeSpeak, a platform with hundreds of expert-led videos on a wide range of topics dedicated to health and wellness
- Implementation of a Trans Inclusion Service and Care program
- Signs of Welcome launch across all sites
- Enhanced recognition and appreciation events, including a Night of Celebration
- Introduction of Recognition Training for Leaders
- A 2019 Engagement Survey to further inform our People Plan initiatives, with residents surveyed for the first time
- Collection of demographic information to help us understand the makeup of our workforce, inform decision-making and foster inclusion

# 2020 – AND BEYOND

Building on our accomplishments in 2019 – 2020 additional efforts will be focused on recruitment, workforce planning and performance and development.



ENGAGED. ENABLED. EMPOWERED.



[hamiltonhealthsciences.ca](https://hamiltonhealthsciences.ca)

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