

2024-25

# PEOPLE STRATEGY

Together, we grow

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# Introduction

Our people are our greatest asset. We know that we need a workforce that is highly skilled, motivated and passionate to deliver on our mission of helping everyone to be healthier at home through connected, accessible, patient-centred care. We also know that to support our workforce of over 9,200 professionals, we need strategies in place to lead, attract, develop, engage and retain top talent within our organization.

First endorsed in October 2021, our People Strategy outlines these strategies and how we are demonstrating our strategic priority to invest in our people. Together, we have embarked on this journey so our people may lead and learn, partner and connect, care and be cared for. We are helping each of our exceptional employees unlock their full potential by focusing on four pillars:



**Equity, Inclusion, Diversity and Anti-Racism**



**Wellness, Wellbeing, Health and Safety**



**Effective Team Culture**



**Rewarding Careers**



FRONT ROW L-R: Marla Krakower, Chief Strategy, Transformation and Engagement Officer, Cynthia Martineau, Chief Executive Officer, Karin Dschankilic, Chief Corporate Services Officer and Chief Financial Officer

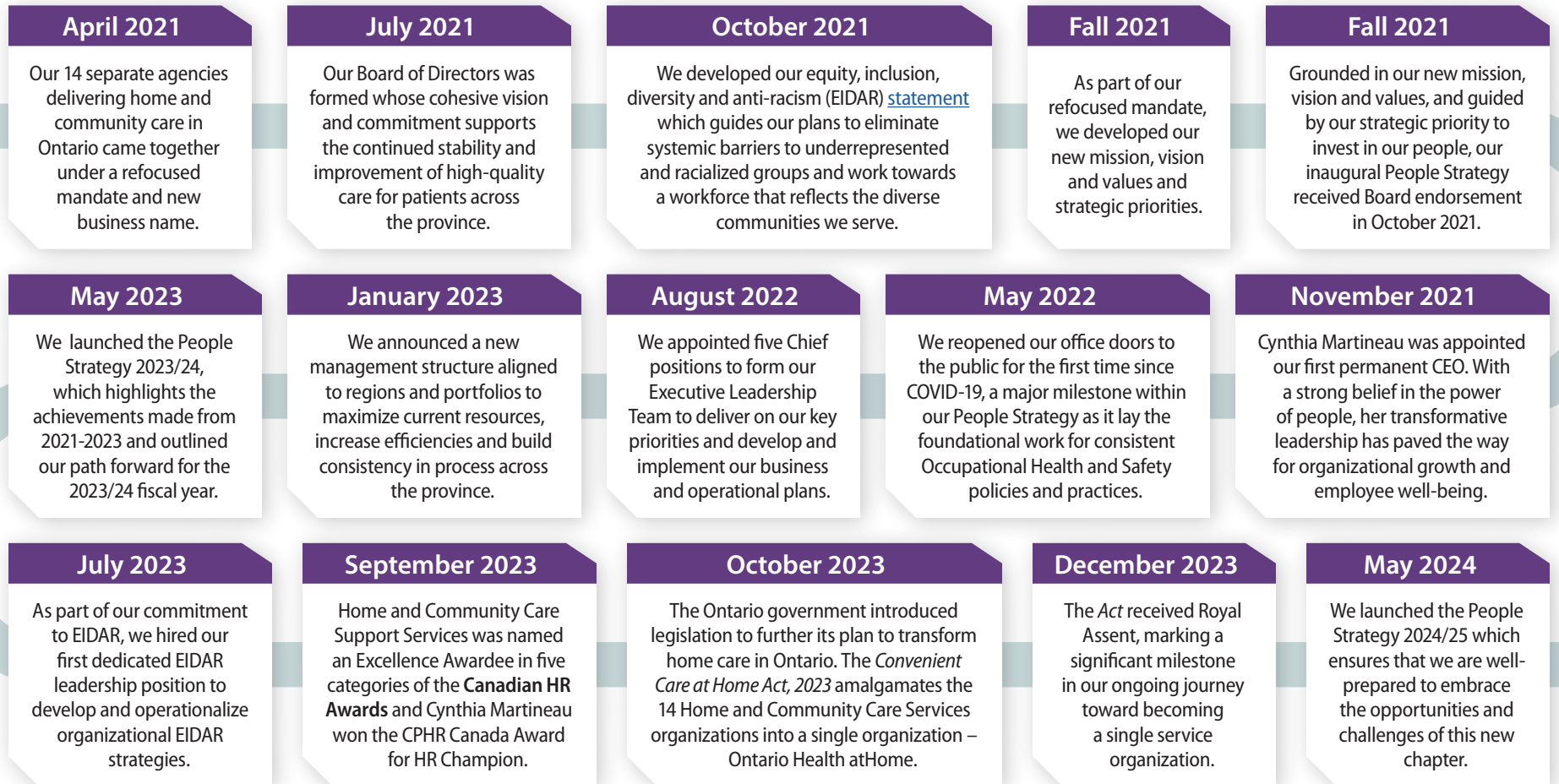
BACK ROW L-R: Lisa Tweedy, Chief Human Resources Officer, Tini Le, Interim Chief Quality, Safety and Risk Officer and VP Patient Services – Central Region Lead, Lisa Burden, Chief Patient Services Officer

These four pillars guide our People Strategy and serve as the foundation for each initiative. As the health care system changes, our approach to human resources and organizational development must be flexible and adaptable to be able to support the specific needs of our portfolios, with a focus on patient services. That's why our People Strategy is refreshed annually so that it remains relevant and effective in supporting our organization's mission, vision and values.

Our inaugural People Strategy was in part developed based on a need to stabilize our workforce in a rapidly changing health care environment, amid the backdrop of the COVID-19 pandemic. We are once again embracing transformational change with the government's announcement of Bill 135 in October 2023. The Convenient Care at Home Act, 2023 will amalgamate the 14 Home and Community Care Services organizations into a single service organization – Ontario Health atHome – to provide a strong and centralized foundation to support stability of home care services now and as care is delivered through Ontario Health Teams in the future. We are preparing for our organization's evolution by moving forward on our journey as one team, focusing on aligning and working closely together across the province to further enhance excellence in care delivery for the patients we serve, regardless of where they call home.

# Bridging the Past and the Future

Previously operating as 14 separate and distinct organizations, the foundational work accomplished under the People Strategy over the past three years has positioned our organization for success in our journey to becoming one service organization. Since 2021, we have made incredible progress in creating consistent policies and practices to support and develop our people, while cultivating a strong organizational culture.



The People Strategy 2024-25 serves as a roadmap to build upon past achievements and propel our organization forward by investing in our most valuable asset – our people. We are committed to building upon these successes as we continue with our transformational journey to becoming Ontario Health atHome and our future in providing exceptional care through Ontario Health Teams.

# In Numbers

As a key pillar of the health system, with a \$3.8 billion budget, each year, we serve or support more than 651,850 patients of all ages, including more than 28,750 long-term care home (LTCH) placements. Every day, Home and Community Care Support Services provides approximately 27,490+ nursing visits; 4,200+ therapy visits; and 100,570+ hours of personal support care.



## HIGHLIGHTS FROM OUR PEOPLE STRATEGY 2023-24

From April 2023 – March 2024



### EIDAR:

Recognized **24 days** of significance including, Black History Month, the International Day Against Homophobia, Transphobia and Biphobia and National Day for Truth and Reconciliation

Held **four** virtual days of significance events, attended by **3,780 unique participants**

Created a process to enable Employee Resource Groups where staff of shared experiences connect, make recommendations and run EIDAR initiatives.

Formed the EIDAR Advisory Committee comprised of **18 staff** from across the province

### EFFECTIVE TEAM CULTURE:

**1,694 staff recognitions** were shared through our Share the L.O.V.E (Living Our Values Everyday) program

**Average of 88** peer-to-peer thank you cards sent each month

### REWARDING CAREERS:

**1,486 employees** completed formal professional learning and development opportunities

### WELLNESS, WELLBEING, HEALTH AND SAFETY

Between Jan. 1, 2023 and March 31, 2024

**5,106** Your Health Space wellness series registrants

**2,922** Your Health Space wellness series attendees





# Excellence Awardee

Home and Community Care Support Services was named an Excellence Awardee in five categories of the **Canadian HR Awards** and Cynthia Martineau won the CPHR Canada Award for HR Champion. This collective success was a testament to the dedication, hard work and unwavering commitment of Home and Community Care Support Services' employees.

- Most effective recruitment strategy
- Best employer branding
- Best HR communications strategy
- The CPHR Canada Award for HR Champion (CEO)
- Canadian HR Leader of the Year (Chief Human Resources Officer)

BACK ROW L-R: Daniel Merritt, Cindy Cacciotti, Sarah Vertlieb, Lisa Tweedy, Richlyn Lorimer  
FRONT ROW L-R: Veena Rego, Cynthia Martineau, Glenna Raymond, Marla Krakower, Melissa Szilagy



# People Strategy

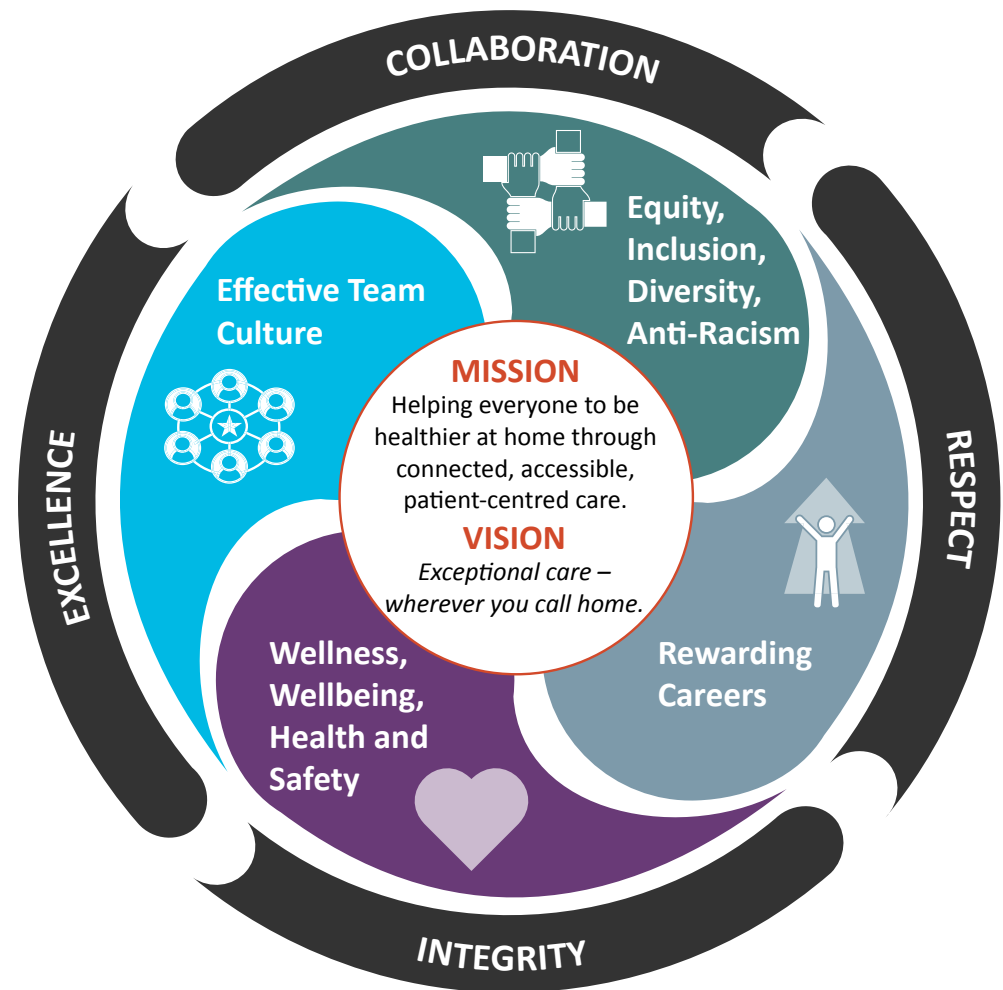
This year, we celebrated several organizational milestones and collective successes – we created an Employee Recognition Program, we appointed the organization's first dedicated Equity, Inclusion, Diversity and Anti-Racism (EIDAR) leadership position, we launched our Care and Be Cared For recruitment campaign that yielded positive hiring trends and we received national recognition at the Canadian HR Awards. In addition, a comprehensive job evaluation and review was completed resulting in a harmonized compensation structure for all non-union staff across the province. Investing in our people goes beyond monetary compensation; it involves creating a supportive and inclusive work environment and culture of mutual respect, promoting safety and wellness, providing opportunities for learning and development and recognizing performance.

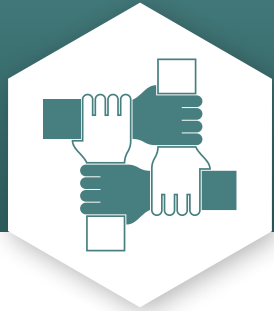
Together, we have created a workplace that stands as a shining example of what can be achieved when people come together with a shared vision and purpose.

## Our People Strategy is guided by four pillars:

- Equity, Inclusion, Diversity and Anti-Racism
- Rewarding Careers
- Wellness, Wellbeing, Health and Safety
- Effective Team Culture

These four pillars serve as the basis for each initiative. The initiatives under the People Strategy outline the tangible actions we are taking to realize our goals. With our organizational evolution in sight, we are focused on investing in our people through the following projects to ensure our staff have the support and resources they need to do their best work.





# Equity, Inclusion, Diversity and Anti-Racism

Home and Community Care Support Services is committed to furthering initiatives to support equity, inclusion, diversity and anti-racism (EIDAR). We are building a culture of inclusion and belonging to improve service delivery for underrepresented groups.

In 2023-24, we created a new leadership position dedicated to developing and operationalizing our organizational EIDAR strategy and uphold our commitment statement. EIDAR are fundamental principles that are being woven into every aspect of our operations. In 2024-25, we will continue to embed EIDAR principles in all that we do by establishing operational plans and policies to guide our work.



## Establish an EIDAR framework outlining Home and Community Care Support Services' long-term EIDAR priorities and commitments.

Aligned to our EIDAR commitment statement and grounded in the foundational work completed between 2021 and 2024, we will develop an EIDAR framework. This guiding, forward-looking document will outline our long-term EIDAR priorities and commitments.



## Develop and implement an EIDAR plan to operationalize the EIDAR framework.

While the framework will serve as our guide for long-term planning, the EIDAR plan will outline the specific, tangible actions we will take each year to achieve our goals. For example, within our framework we will outline our goal of having a workplace that is anti-racist and our annual EIDAR plan will outline how we are working towards this e.g. through training and education.



I get to work with team members across roles, areas of work and regions. I am reminded everyday of staff's incredible skills, dedication and desire for progress that make actioning our shared EIDAR commitment possible.

Cassie Myers, Manager, EIDAR



Congratulations to Wound Care Clinical Manager Helen Arputhanathan (Hamilton Niagara Haldimand Brant) and Clinical Nurse Specialist Temidayo Atilola (Waterloo Wellington) for receiving first place for their poster: A Patient Navigation Model to Improve Complex Wound Care Outcomes at the 2023 Nurses Specialized in Wound, Ostomy & Continence Canada (NSWOCC) 42nd National Conference.



# Equity, Inclusion, Diversity and Anti-Racism



## Create an EIDAR organizational policy that outlines EIDAR related employee roles and behaviour expectations.

Based on the principles within the EIDAR Framework, we will create an organizational EIDAR policy that outlines EIDAR-specific employee roles and responsibilities. It will guide how we treat each other, how we collaborate on EIDAR, how we interact with our health system partners and how we care for our patients, their caregivers and families in a respectful, safe and inclusive way.



## Support ongoing foundational EIDAR education.

In 2023-24, we offered Indigenous cultural safety training, 2SLGBTQIA+ and gender diversity education and training for staff to put into practice active offer of French Language Services. We acknowledge that fulfilling our EIDAR commitment requires a continuous journey of intentional learning. We continue to actively encourage staff to strengthen their knowledge through educational programs such as the San'Yas Anti-Racism Indigenous Cultural Safety Training Program, engagements for days of significance like Black History Month and employee resource group – led work like resource pages and articles. We will continue to provide staff with the resources they need to contribute to a culture of inclusion and provide culturally safe care with emphasis on our initial EIDAR focus on the impacts of anti-Indigenous and anti-Black racism.



As a Registered Nurse, I complete assessments of people in their own living environments, allowing me to understand the full scope and nature of their needs. My goal is to ensure that a plan is in place with services and community supports that enable people to stay at home with connected, patient-centred care.

**Sarah Stevens**, Care Coordinator



L-R: Nancy Saxton, VP Patient Services, Melissa Varao, Manager, Patient Services and Cynthia Martineau, CEO



# Wellness, wellbeing, health and safety

We are creating a work environment that promotes wellness and that is safe, positive and healthy. This will empower us to be our best selves, do our best work and deliver the best possible patient experience.

In 2023-24, Home and Community Care Support Services established province-wide leads for Occupational Health and Safety. These subject matter experts drove the creation of standardized provincial practices and policies to promote a safe environment that prioritizes staff health and wellness. Our staff have shown great resilience through the COVID-19 pandemic and organizational change ensuring patients, families and caregivers remain our top priority. This year, we have planned initiatives focused on creating a positive, healthy and engaged workforce that supports people to care for themselves and each other through a rapidly changing environment.



## Continue to spread and scale Occupational Health and Safety best practices.

With our provincial Occupational Health and Safety leads now identified, these subject matter experts will work continuously to promote a safe and healthy workplace, putting forth recommendations to ensure that the organization aligns to the Occupational Health and Safety Act and other applicable legislation, standards and health and safety best practices. Following the launch of five provincial harmonized Occupational Health and Safety policies in 2023-24, work continues to harmonize further Occupational Health and Safety policies over the coming year.



I've never felt alone when dealing with a challenging situation. If I need help, colleagues always come to the rescue. This is a judgement-free workplace, and I'm never afraid to ask a question, or express myself. The workplace culture is always positive, and we always take on obstacles as a team.

**Chanel Renaud**, Care Coordinator



Entrance desk at 2023 Above and Beyond Caregiver Recognition Event Brampton

# Wellness, wellbeing, health and safety



## Implement the Healthy Workplace Framework.

We are committed to creating a workplace that is safe and promotes health and well-being. Having a framework in place will guide our Employee Wellness Program, as well as enable staff-led wellness groups to form, through which we can engage and empower staff to prioritize their own health and help them balance work's fast pace with self-care.



## Develop a Healthy Workplace Policy Statement.

Our Provincial Healthy Workplace Policy Statement will outline the goals and objectives of our Employee Wellness Program. With a policy statement in place, we will continue to build our Employee Wellness Program around each domain of the Healthy Workplace Framework. This will include the development and delivery of wellness resources and programs, including in-person, virtual, self-directed and facilitated options as well as carefully curated, quality online resources and tools.



I joined Home and Community Care Support Services because I wanted to contribute my skills and experience as a health care communicator to an organization that not only prioritizes the health and safety of patients and communities, but also values a healthy and positive work culture. I think it's incredibly important to work in an environment that is reflective of your personal values and I'm grateful to work with a team of such kind, respectful and supportive leaders and coworkers.

**Maryanne Matthews**, Communications Lead



Care coordinators  
Katie Sinasac and  
Chris Hext, HCCSS  
Erie St. Clair, at  
Age-Friendly Expo



## Effective team culture

We are establishing a high-performance mindset and culture of mutual respect and kindness. 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.

In 2023-24, we operationalized the action plan derived from the Employee Engagement Survey 2022-23 results. We created a provincial employee recognition program, established a strong organizational design and implemented a new non-union compensation structure. This year, we will use the valuable insights and feedback from staff through more frequent engagements to form an actionable plan. More frequent engagements will enable us to continuously listen to our staff as our organization undergoes transformational change.



### Engage staff to be involved in our organizational transformation.

We launched a new approach to employee engagement surveys in February 2024. This new approach involves a series of three short pulse surveys throughout 2024-25. This new approach was taken with consideration of the important change our organization is going through as we amalgamate to become Ontario Health atHome. We know how important our employees' voices are and checking in with them more frequently during this transformational period will help us understand how our staff are feeling and how we can support them so that they are able and motivated to do their best work. It will ensure that their insights and feedback are effectively translated into tangible outcomes.



I get to witness teams build and knit together and see the commitment people have to projects and to this organization. People want to work and believe in this organization's values. There are so many opportunities — there will always be a space or a niche where you can grow, as the services we provide are so vast!

**Jodi Westcarr**, Strategy and Planning Lead



### Design a consistent performance development program.

As 14 separate corporate entities, there is an opportunity to harmonize how we are evaluating and recognizing employee performance. In 2023-24, we laid the groundwork for a harmonized non-union performance development program and this year, there will be a focus to design a consistent program for our unionized staff, using a single performance development tool.



# Effective team culture



## Reimagine benefits for all Home and Community Care Support Services staff as we come together as one service organization, Ontario Health atHome.

We will move our employee benefit plan provider to a single benefits carrier for all staff, as well as align under a harmonized non-union benefit plan to further ensure equity and consistency in non-union total compensation across the organization. This is another crucial step in our organization's evolution toward Ontario Health atHome.



## Design an organizational structure that is sustainable and supportive now and into our future as Ontario Health atHome.

Organizational Design has been one of the ongoing projects under the People Strategy's Effective Team Culture Pillar. We have made incredible progress over the past three years that has significantly moved our organizational structure towards a provincial design and focus, beginning with the establishment of a single Chief Executive Officer for all 14 organizations and the establishment of the Chief positions and the portfolio responsibilities within each area. With the announcement of Bill 135 and our upcoming transition to one organization as Ontario Health atHome, these efforts have intensified. Supporting our teams through this monumental change is essential and requires strong leadership, change management and communications support. The work we have done to date and the work ahead will set us up for a smooth and successful transformation.



## Establish one abilities management model across the province.

Abilities Management relates to the coordination and management of employee medical leaves including transition to long-term disability, as well as supportive and effective return to work programs. Harmonization under one provincial abilities management model will ensure consistency in provision of best practices to support our employees in returning to work following illness or injury.



## Continue to harmonize non-union total compensation policies.

We have a diverse workforce made up of both unionized and non-unionized employees. While unionized total compensation practices remain defined by collective agreements, we have made significant progress in harmonizing our non-union total compensation practices across our 14 corporate entities. We have established a provincial non-union compensation structure and associated policies. We have developed provincial non-union vacation and statutory holiday policies, as well standardized overtime and on-call practices. This year, we will continue to harmonize other non-salary aspects of total compensation.

L-R: Sarah Hoey, Care Coordinator, April Lawson, Administrative Assistant and Lisa Goodfellow, Care Coordinator







# Rewarding careers

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.

In 2023-24, we furthered initiatives to develop our people. Our workforce is comprised of motivated professionals eager to enhance their skills and take on leadership roles. By creating a standardized learning and development process and investing in leadership programs, we are enabling their professional growth. With a renewed focus on attracting and retaining staff for 2024-25, Home and Community Care Support Services will have the best team in place to support health system modernization and our transition to Ontario Health atHome.



## Building leaders of today and tomorrow.

In 2024-25, we will establish a provincial Organizational Development Centre of Excellence to support organizational design, change management and advance employee and leadership learning and development. With organizational and system change in view, we are equipping and empowering our leaders to lead the change and our staff to participate and have a voice in the change. There will be further purposeful planning to monitor, report and action performance on key workforce metrics.



There's something quite beautiful about working in an organization that has a mission, and vision that is aligned with my own passion. It creates a sense of excitement waking up knowing that when I'm at work, I'll be doing things that will positively impact others, particularly the vulnerable populations that we serve.

**Laura Holden**, Director, Patient Services Administration



Marlene Guilbeault, Care Connector (Left) and Heather O'Brien, Recruitment Specialist attend a job fair at Sarnia's Lambton College.

# Rewarding careers



## Implement a Provincial Employee Exit Interview Policy.

The Employee Exit Interview Policy provides guidance on a harmonized approach to gathering feedback from employees voluntarily leaving our organization. This new approach enables us to assess performance in each of our People Strategy pillars: Equity, Inclusion, Diversity and Anti-Racism, Rewarding Careers, Wellness, Wellbeing, Health and Safety and Effective Team Culture.



## Launch a crucial conversations training program.

Sometimes in health care, we are faced with challenging conversations. To support our staff in their delivery of safe and compassionate care, we will launch targeted and specific crucial conversation training. With an initial focus on patient-facing staff, the program will offer supports related to de-escalating and managing challenging conversations.



Since joining the organization in 2003, I've helped to keep the phones ringing and the network running so our patient services staff can do the very important work of supporting the patients we serve. I'm proud that the work I do enables my colleagues to make important differences in the lives of patients, families and caregivers the way they did for me and my family.

**Ava Gadishaw**, Network Administrator



This organization has given me the chance to explore different roles and opportunities, while also giving me the flexibility to be there for my kids while they were growing up. There is so much to learn and experience here that I've never felt like I had to move on.

**Christine Torres- Molina**, Palliative Care Coordinator

# One Team: Our Journey Together

At the heart of our People Strategy is a 9,200-person workforce of resilient, motivated and talented professionals who each year, serve or support more than 651,850 patients of all ages. We know that to be successful and continue to deliver on our mission of helping everyone to be healthier at home through connected, accessible, patient-centred care, we must move forward as one team on our journey together to becoming Ontario Health atHome.

## HOW WILL WE KNOW THAT WE ARE SUCCESSFUL?



Equity, inclusion, diversity and anti-racism are fundamental principles that are woven into every aspect of our operations, resulting in a culture of inclusion and belonging that improves service delivery for underrepresented groups.



Our work environment promotes wellness and is safe, positive and healthy, empowering us to be our best selves, do our best work and deliver the best possible patient experience.



We have a high performance mindset and culture of mutual respect and kindness where everyone is empowered to share their expertise and make decisions.



We are ready to meet the needs of patients now and in the future by being an employer of choice that attracts, develops and retains top talent that is agile, innovative and responsive to the health care needs of the communities we serve.

As a single service organization, Ontario Health atHome, we will continue to invest in our people by focusing on strong organizational design, cultivating an effective team culture, providing tools, training and supports for staff and by continuing to streamline our operations in human resources and organizational development. As a pillar of the health care system, we are ready for our evolution and we look forward to ultimately providing exceptional care through integrated models within Ontario Health Teams.



# We are measuring success

We developed a robust human resources reporting framework to ensure we are meeting the objectives outlined in our People Strategy. This framework provides insights to inform strategic and operational decision making. We are measuring our success by evaluating and reporting on key performance indicators for each pillar:



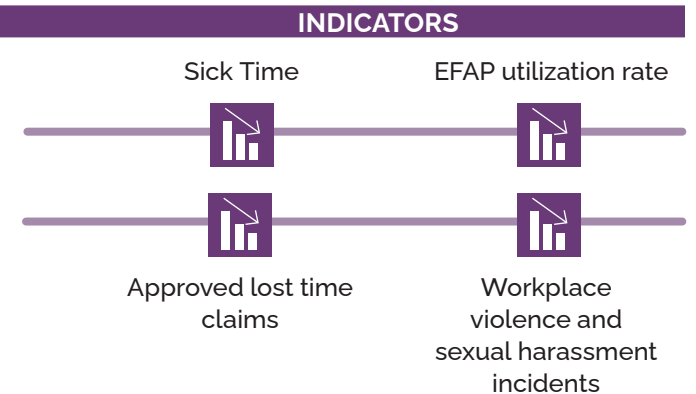
## Equity, Inclusion, Diversity and Anti-Racism

EIDAR



## Wellness, Wellbeing, Health and Safety

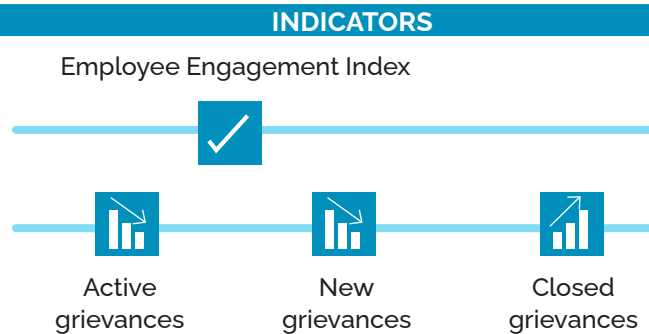
Wellness  
Occupational Health and Safety



## Effective Team Culture

Employee Engagement

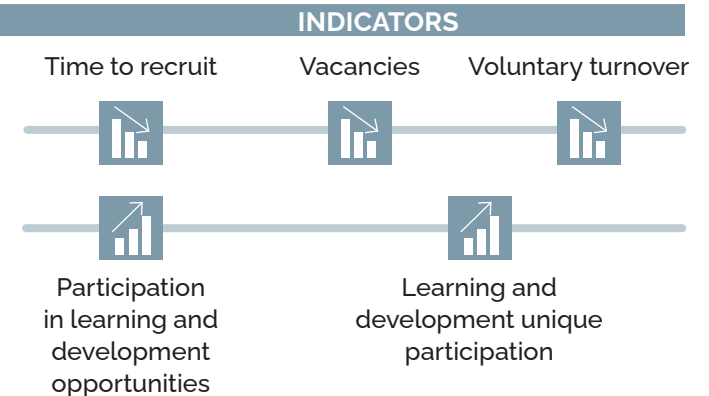
Labour Relations



## Rewarding Careers

Recruitment and Retention

Learning and Development



# Exceptional care — wherever you call home.

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Ontario's 14 Home and Community Care Support Services organizations coordinate in-home and community-based care for thousands of patients across the province every day. For information and referrals related to home and community care or to learn more about long-term care home placement services, please call **310-2222**. No area code is required.

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[www.healthcareathome.ca](http://www.healthcareathome.ca)