



2025-26

# PEOPLE STRATEGY

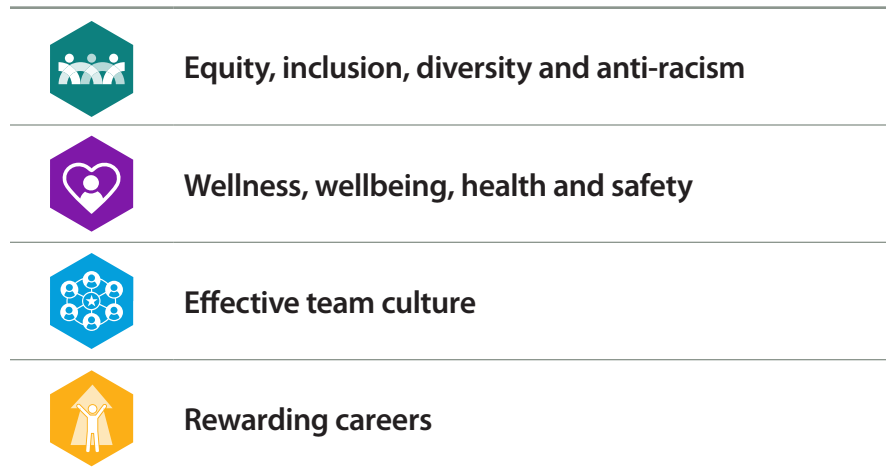
Elevating **extraordinary** people,  
Advancing **exceptional** care

# Contents

<b>Introduction</b>	<b>3</b>
<b>Bridging the past and the future</b>	<b>6</b>
<b>People Strategy initiatives 2025-26</b>	<b>7</b>
Equity, inclusion, diversity and anti-racism	<b>8</b>
Wellness, wellbeing, health and safety	<b>10</b>
Effective team culture	<b>12</b>
Rewarding careers	<b>15</b>
<b>Conclusion</b>	<b>17</b>
<b>We are measuring success</b>	<b>18</b>

# Introduction

At Ontario Health atHome, our people are our greatest asset. Rooted in our mission, vision and values, our People Strategy is refreshed annually to reflect evolving priorities. It is a critical roadmap for supporting the specific needs of our workforce through human resources, organizational development and equity, inclusion, diversity and anti-racism initiatives. 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:



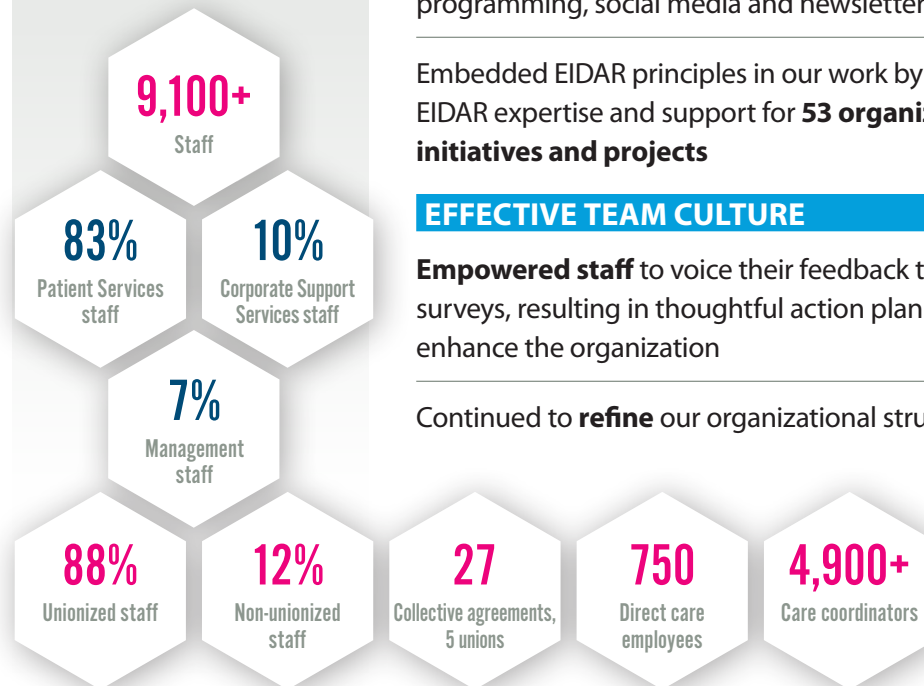
In 2024-25, our People Strategy focused on aligning policies and procedures, and working closely together across the province to prepare for our organization's evolution to Ontario Health atHome. In moving from 14 separate entities to a single service organization, it was critical to support our workforce and put strategies in place to safeguard positive patient experiences and outcomes amid organizational change.



## Introduction

# Year in Review 2024-25

Officially becoming Ontario Health atHome in June, last year we focused on supporting staff through organizational change and made great strides in unifying our workforce. We harmonized over 30 human resources policies to create consistent processes and guidance for all our staff and we introduced several initiatives promoting the four People Strategy pillars.



### EIDAR

Established **Ontario Health atHome's Equity, inclusion, diversity and anti-racism (EIDAR) structure and framework** to facilitate meaningful and important EIDAR programming

Created a quarterly **EIDAR Activity Dashboard**, shared with all staff

Saw an average of **1,336 staff** in attendance at three organization-wide EIDAR events

Recognized **15 days of significance** through programming, social media and newsletter features

Embedded EIDAR principles in our work by providing EIDAR expertise and support for **53 organizational initiatives and projects**

### EFFECTIVE TEAM CULTURE

**Empowered staff** to voice their feedback through surveys, resulting in thoughtful action planning to enhance the organization

Continued to **refine** our organizational structure

### REWARDING CAREERS

Expanded and intensified our recruitment and retention efforts, resulting in an improved voluntary turnover rate of **8.78%** in 2023-24 as compared to 10.6% in 2022-23.

Implemented a **harmonized exit interview program**

Had **280 participants** enhance their leadership skills through targeted programming

Established an **Organizational Development Centre of Excellence** to develop best-in-class practices in learning and development, change management, employee engagement, leadership development, employee wellness and talent management

### WELLNESS, WELLBEING, HEALTH AND SAFETY

Established a provincial **Occupational Health and Safety Structure**

Harmonized access for all staff to an **Employee Assistance Program**

Launched the **Ontario Health atHome Healthy Workplace Framework**, focused on supporting staff within five key dimensions of wellness

Had **1,900 staff** participate in wellness-related courses, including 'Your Health Space'; a workplace mental health e-Learning series offered through a partnership with the Canadian Mental Health Association, and a series of pension plan information sessions

## Introduction



Through the People Strategy, we are elevating each one of our extraordinary team members so together, we can advance exceptional care delivery.

In 2024, our staff maintained continuity of care for approximately 670,000 patients, provided more than 40 million hours of personal support services, over 10 million nursing visits and facilitated long-term care placements for 23,700 patients. Behind the facts and figures is a dedicated workforce of over 9,100 exceptional professionals who are driven by our mission to help everyone be healthier at home through connected, accessible, patient-centred care.

Our people and their voices are the cornerstone of our People Strategy. Direct feedback from our staff guides the programs, structures and initiatives we put in place each year to achieve our organizational goals and be an employer of choice. We know our people are eager to lead and learn, care and connect and truly have a positive impact on those we serve.

As we approach a year since transitioning to Ontario Health atHome, our People Strategy 2025-26 focuses on the future and our collective goal to build a strong, unified team. Through the People Strategy, we are elevating each of our extraordinary employees to advance our delivery of high quality, integrated home care.



**Anna Greenberg**, Interim Chief Executive Officer

**Lisa Burden**, Chief Patient Services Officer

**Cindy Ward**, Interim Chief Financial Officer

**Marla Krakower**, Chief Strategy, Transformation and Engagement Officer

**Lisa Tweedy**, Chief Human Resources Officer

**Tini Le**, Interim Chief Quality, Safety and Risk Officer



# Bridging the past and the future

April 2021

We came together from 14 separate agencies delivering home and community care in Ontario under a refocused mandate and new business name.

July 2021

We formed our Board of Directors whose cohesive vision and commitment supports the continued stability and improvement of high quality care for patients across the province.

October 2021

We developed our equity, inclusion, diversity and anti-racism (EIDAR) [statement](#) which guides our plans to eliminate systemic barriers to underrepresented and racialized groups and work towards a workforce that reflects the diverse communities we serve.

Fall 2021

As part of our refocused mandate, we developed our new mission, vision and values and strategic priorities.

Fall 2021

Grounded in our new mission, vision and values, and guided by our strategic priority to invest in our people, our inaugural People Strategy received Board endorsement in October 2021.

May 2023

We launched the People Strategy 2023-24, which highlights the achievements made from 2021-2023 and outlined our path forward for the 2023/24 fiscal year.

January 2023

We announced a new management structure aligned to regions and portfolios to maximize current resources, increase efficiencies and build consistency in process across the province.

August 2022

We appointed five Chief positions to form our Executive Leadership Team to deliver on our key priorities and develop and implement our business and operational plans.

May 2022

We reopened our office doors to the public for the first time since COVID-19, a major milestone within our People Strategy as it lay the foundational work for consistent Occupational Health and Safety policies and practices.

November 2021

We appointed our first CEO, paving the way for organizational growth and employee wellbeing

July 2023

As part of our commitment to EIDAR, we hired our first dedicated EIDAR leadership position to develop and operationalize organizational EIDAR strategies.

September 2023

We were named an Excellence Awardee in five categories of the **Canadian HR Awards** and our CEO won the CPHR Canada Award for HR Champion.

December 2023

The Ontario government's Convenient Care at Home Act, 2023 received Royal Assent. This marked a significant milestone as the Act amalgamated the 14 Home and Community Care Services organizations into a single service organization – Ontario Health atHome.

May 2024

We launched the People Strategy 2024-25 which focused on preparing our workforce for our transition to Ontario Health atHome.

June 28, 2024

We officially became Ontario Health atHome, marking a significant step in our organization's history.



## People Strategy initiatives 2025-26

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. We are investing in our people by assisting 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**

These four pillars serve as the basis for each of the following initiatives. The initiatives under the People Strategy outline the tangible actions we are taking to realize our goals. With health system transformation 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.

L-R Amanuel Mehari, Facilities Clerk, Derrick Ramos, Manager, Brand, Visual Identity and Design, Deanna Tsotsos, Supervisor, Facilities



# Equity, inclusion, diversity and anti-racism

Ontario Health atHome 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 2024-25, we furthered Ontario Health atHome's EIDAR commitment through the development of the Ontario Health atHome EIDAR Framework. Rooted in our mission, vision and values, the EIDAR Framework is a strategic tool and long-term guide for the organization's EIDAR progress and how we act on our EIDAR Commitment. It outlines our starting priorities and areas of action. We also launched our EIDAR plan which details the specific, tangible actions we are taking each year to achieve our goals. Through 2025-26, we are operationalizing the EIDAR Framework through the People Strategy and EIDAR plan. This includes:



## Creating an EIDAR organizational policy aligned with the foundations set by Ontario Health atHome's EIDAR Framework.

Founded on the principles within the EIDAR Framework, we are creating an organizational EIDAR policy that supports our efforts to create an inclusive, equitable and anti-racist culture and guides staff contributions to EIDAR.

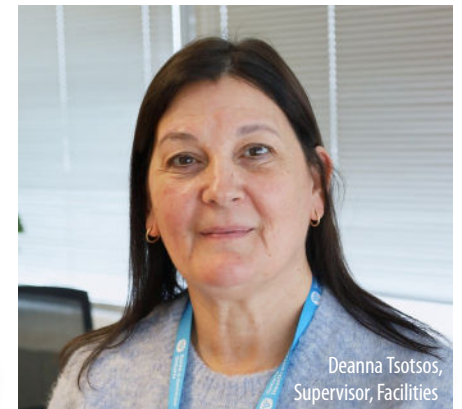


Since starting my role as a mental health and addictions nurse, I have been welcomed and supported every step of the way. The organization is inclusive, diverse and encourages kindness and compassion, which is critical when working with vulnerable populations.

**Olivia Tew**, Mental Health and Addictions Nurse



Janelle Calhoun,  
Care Coordinator



Deanna Tsotsos,  
Supervisor, Facilities

# Equity, inclusion, diversity and anti-racism



**Through dedicated education, we are cultivating a deep understanding within our workforce of our commitment to EIDAR.**

Guided by our EIDAR education plan, we continue to offer and actively encourage staff to strengthen their knowledge through educational programs focused on anti-racism, accessibility and inclusive communication. This includes the completion and implementation of an EIDAR-aligned Writing and Style Guide and Glossary, a project that began in 2024. Our goal is to ensure that our staff embody EIDAR principles in all that they do, from day-to-day communication within the organization to interactions with system partners, patients, families and caregivers.



**Developing tangible strategies for addressing anti-Black and anti-Indigenous racism.**

As outlined in our EIDAR Framework, addressing anti-Black and anti-Indigenous racism are two starting priorities. Working with and engaging individuals with lived experience, we are identifying key challenges faced by Black and Indigenous individuals and communities to develop actions and approaches to address racism and inequities. A primary focus is to strengthen our internal capacity to support our EIDAR Framework starting priorities through education on anti-Black and anti-Indigenous racism and reconciliation.



L-R Nimmy Clare, Human Resources Coordinator, Raymund Tardecilla, Recruitment Specialist, Caroline Vieira, Manager, Labour Relations



# Wellness, wellbeing, health and safety

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

We acknowledge that there are unique challenges our staff face everyday working in the complex, rapidly changing home care sector. In 2024, to support staff, we created and launched the Ontario Health atHome Healthy Workplace Framework. The Framework encompasses five key dimensions that guide our wellness programming: Work Life, Personal Life, Physical Health, Financial Health and Mental Health. In 2025-26, we are:



## Implementing the Ontario Health atHome Healthy Workplace Framework through a wellness and wellbeing program.

Guided by the Healthy Workplace Framework, our wellness and wellbeing program incorporates offerings, content, initiatives and resources grounded in the key dimensions of wellness. We are making every effort to maintain a healthy workplace so our staff can provide high quality patient care.



**The work environment is very supportive, whether it be managers or coworkers. Our policies are very flexible, which support all of us in our work and in managing a good work/life balance. The relationships I have built here, both professionally and personally, have always been important. Ontario Health atHome is an organization where there's a lot of caring – everyone cares. Whether it's caring for each other, or patients.**

**Connie Chu**, Care Coordinator

# Wellness, wellbeing, health and safety



## Creating a harmonized provincial workplace violence and harassment prevention program.

A key priority of our Healthy Workplace Framework is focusing on supports that promote staff physical and mental wellness. This year, we are focusing on developing and implementing a comprehensive harmonized Workplace Violence and Harassment Prevention Program, informed by the best practices currently existing across all our areas. The Program will include harmonized policies, procedures on workplace violence and harassment and updated education to equip staff with the necessary training and skills they need to stay safe in the community, including de-escalation techniques. By putting in place the protections and training they need, staff can feel confident and safe when faced with challenging situations in providing care in home care settings.



## Establishing an Occupational Health and Safety Centre of Excellence.

Starting with the successful recruitment of a Director, Occupational Health and Safety in 2024, we are establishing an Occupational Health and Safety Centre of Excellence. This will centralize expertise and resources related to workplace health and safety and ensure high quality, consistent and expert support is available across the organization to foster a safety focused environment.



**As a mother of three, this has been a great career choice that provides the perfect work/life balance. I am fortunate to be part of a team that fosters mutual respect and kindness to each other. This kind of supportive teamwork helps with a seamless service delivery for patients.**

**Heather Johnson**, Care Coordinator



Kelly Welles, Care Coordinator



## 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 April 2024, we launched an Employee Engagement Pulse Survey Strategy comprised of three Pulse Surveys. This approach helps us understand how our staff are feeling throughout our organizational transition to Ontario Health atHome and beyond. Through the first pulse survey, staff engagement was especially critical during this transformational period to facilitate our successful transition to Ontario Health atHome. Results and key themes from the survey shape our change management strategies and enable the organization to put in place structures and resources to help our staff feel supported. There is still work to do as we continue to harmonize our organization and prepare to support Ontario Health Teams. This year, we are:



### **Continually listening to our staff through Employee Engagement Pulse Surveys.**

Our patients, families and caregivers influence our recruitment efforts – because we recognize the need for exceptional professionals to drive excellence in care and service delivery. Our people and their voices are central to our People Strategy. The direct feedback we receive from staff shapes the programs, structures and initiatives we implement each year, helping us achieve our organizational goals and strive to be an employer of choice. Throughout 2025-26, we are continuing to focus on two-way communication and transparency through Pulse Surveys. Results directly influence our action planning to support our workforce during organizational transformation.



In my two decades of working for Ontario Health atHome, I've had the opportunity to work with various teams and people with diverse experiences, which has helped me grow personally and professionally. Currently, I work with the placement team, and the best part of my job is working with supportive colleagues. It's highly rewarding to know that we all work together to support families through the difficult journey of placing their loved ones in a long-term care home.

**Vesna Milidragovic**, Placement Facilitator

# Effective team culture



## Designing an effective organizational structure that is sustainable and supportive now and into our future.

Organizational Design has been one of the ongoing projects under the People Strategy's Effective Team Culture Pillar since its inception. We have made tremendous strides in reshaping our organizational structure, making sure it better supports our teams and enhances our overall effectiveness. We are taking an integrated and holistic approach to portfolio realignments, ensuring that we are working collaboratively across teams to build strong and effective operations. Significant steps have been taken to align leadership and operations with Ontario Health regions, ensuring consistent care delivery while addressing local community needs. To optimize our alignment with Ontario Health and support our effectiveness as a service organization supporting Ontario Health Teams, we have employed two distinct organizational models: Regional (operational) alignment and functional-based portfolios.



**I'm fortunate to be part of a team that is so welcoming, helpful and passionate. I've felt valued and supported from the start. It's the best work environment I've experienced in my entire career.**

**Payal Bhavsar**, Nurse Practitioner



## Facilitating change and preparing our staff to embrace the future of home care delivery.

As Ontario Health atHome, we have embarked on the second phase of our transformational period as we prepare to support Ontario Health Teams. To ease this transformation, we are developing a change management strategy and implementing initial programming, including change management tools and communication strategies to support our workforce.



## Completing the design of a consistent performance development program for our unionized staff.

In 2023-24, we laid the groundwork for a harmonized non-union performance development program. Since then, we have taken learnings from the program's initial implementation and evaluated best practices to design a consistent program for our unionized staff, using a single performance development tool. This year, we are completing the tool's design and implementing the performance development framework tailored for unionized staff. In alignment with contractual obligations and the 27 collective agreements across the province, this program will integrate feedback-driven performance and development practices to foster continuous growth.



## Redesigning Ontario Health atHome's comprehensive benefit programs.

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

# Effective team culture



## Establishing 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. Using the results of an initial environmental scan and survey on current Abilities Management processes, we are developing standardized strategies, models and key policies for Abilities Management. Harmonization under one model will enhance consistency in provision of best practices to support our employees in returning to work following illness or injury.



## Continuing to strengthen organizational non-union total compensation policies.

We have a diverse workforce made up of both unionized and non-unionized staff. While unionized total compensation practices remain defined by collective agreements, we have made significant progress in harmonizing our non-union total compensation practices. We have established an organization-wide non-union wage structure and associated policies. We have developed organizational non-union vacation and statutory holiday policies, as well standardized overtime and on-call practices for our non-union employees. This year, we will continue to harmonize other non-salary aspects of total compensation, specifically sick time and short-term disability programs to further promote equity in benefits entitlements and strengthen our position as an employer of choice.



## Continuing to create organization-wide HR policies and procedures.

We are identifying key human resources policies and procedures that require harmonization so that we are meeting legislative requirements and employing best practices. The ongoing harmonization of key policies ensure equity and consistency in approach across our geographical areas and diverse workforce.



April Smith, Director,  
Patient Services



## 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 2024-25, we continued to invest in programs and initiatives that retain and attract top talent by increasing our recruitment initiatives through online campaigns and career fairs and by focusing on enabling professional growth through education and training. We established the Organizational Development Centre of Excellence to support organizational design, change management and advance employee and leadership learning and development. Much of the initial work of the Organizational Development Centre of Excellence was driven by a robust change management and communication strategy, which established Change Action Teams. Co-led by members of the Human Resources, Organizational Development, EIDAR, Communications and Strategy and Project Management teams, the Change Action Teams fostered collaborative efforts to implement change management and leadership resources and tools. Building on this foundational work, this year, we are:



### **Creating a comprehensive leadership development strategy.**

We are developing a strategy to guide our leadership development programming. After completing an initial needs assessment, we will build a comprehensive leadership development program.



As a people person, I really appreciate the opportunity to work closely with patients, colleagues and partners to find solutions and achieve outcomes that have a positive impact. I've happily stayed here for so long because I love what I do and find this to be a really rewarding career.

**Kevin Chony**, Manager, Patient Services

# Rewarding careers



## Streamlining and advancing our learning and development strategy.

A pivotal step to facilitating career development is ensuring our staff have the opportunities available to help them pursue their career goals. That is why we are developing a learning and development strategy. This includes:

- Establishing a best practice approach for instructional design and content development
- Putting in place a common procedure for fulfilling internal learning and development requests so that every employee has access to educational opportunities
- Spearheaded by the Organizational Development Centre of Excellence, we are establishing a strategy for the administration of organization-required learning, including the initial phase in moving to one learning management system.



## Establishing a Learning Governance Committee.

The Learning Governance Committee's purpose is to provide strategic oversight for the organization's learning activities, including identification, design and evaluation. This coordinated approach will help us align our education goals with our organizational goals.



**As a newer nurse, I was interested in the extensive orientation and onboarding provided, knowing this would help me feel confident in my role. My colleagues, manager and operational lead are so supportive and always check in with me, to answer questions and provide guidance.**

**Adelaide Henstock**, Care Coordinator





Paige Quinn, Human Resources Assistant


# Conclusion


Our staff, whether they are on the frontline providing direct patient care or within one of our offices supporting our core business, remain at the heart of all we do. This further reinforces our strategic priority to invest in our people and our People Strategy reveals what this investment looks like in action. Each and every one of our team members makes up our exceptional workforce and we remain committed to further providing the supports, training, resources, and tools they need to succeed. Though our name and structure have changed, what remains steady is our commitment to working with our system partners to deliver the best possible patient care.

## 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.

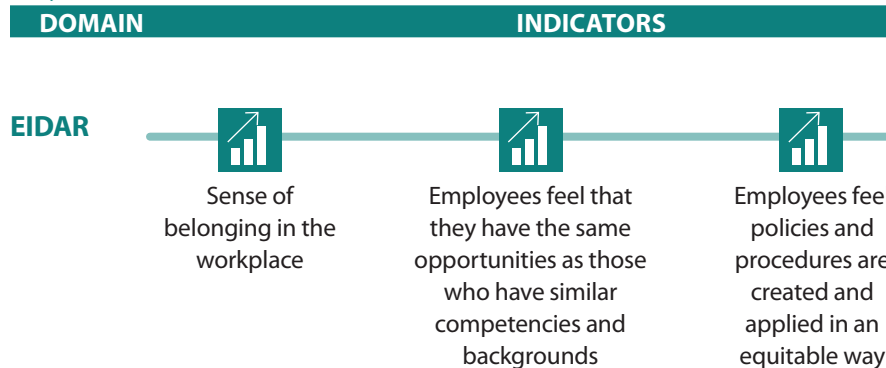
  
**Our staff are at the heart of all we do and we are invested in providing the supports, training, resources, and tools they need to succeed. Our People Strategy reveals what this investment looks like in action.**

# We are measuring success

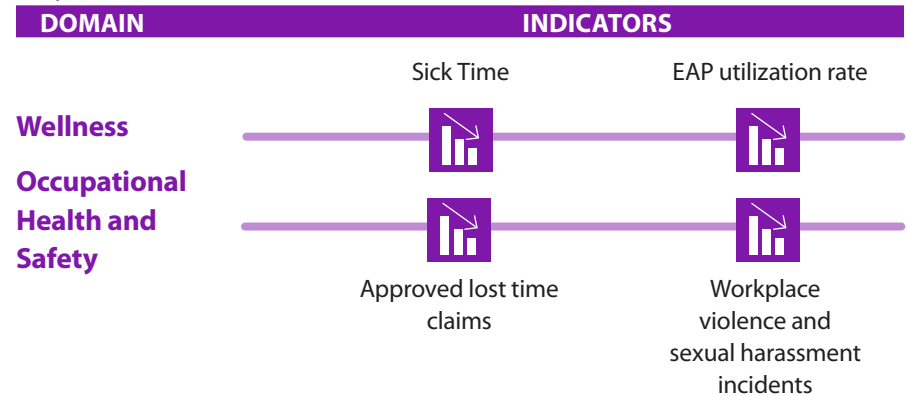
We developed a robust human resources reporting framework to ensure we are meeting the objectives outlined in our People Strategy. This framework provides insights to inform strategic and operational decision making. We are measuring our success by evaluating and reporting on key performance indicators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



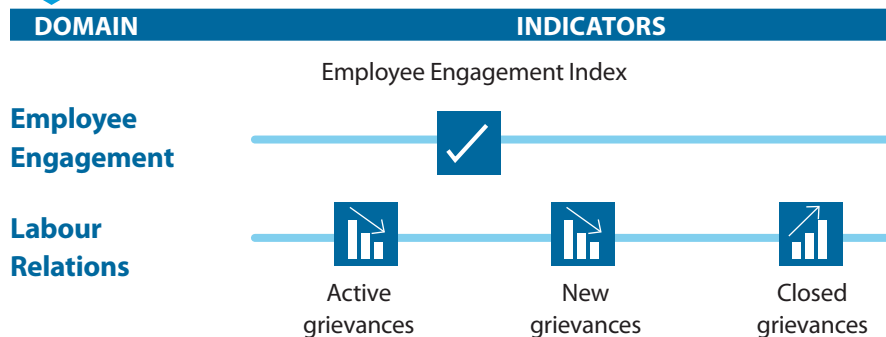
## Equity, Inclusion, Diversity and Anti-Racism



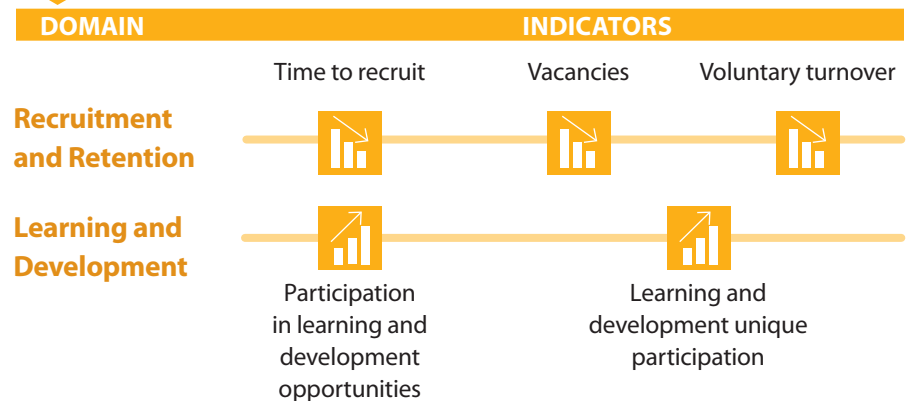
## Wellness, Wellbeing, Health and Safety



## Effective Team Culture



## Rewarding Careers





# Exceptional care — wherever you call home.

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Ontario Health atHome coordinates 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 **1-833-515-1234**.

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