

People Plan ²⁰¹⁹⁻²⁰²¹



The RMH vision **Exceptional Care – Together** will be realized through a workforce that is engaged, flexible and responsive to change.

Our People Excellence

direction is to create an

'Exceptional Workplace'



TABLE OF CONTENTS

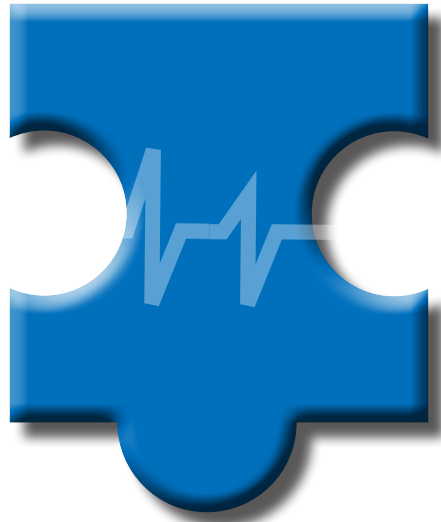
- 1 – RMH Challenges and Drivers
- 2 – RMH Strengths
- 3 – Priority 1: Inclusive Culture
- 4 – Priority 2: Leadership
- 5 – Priority 3: Recruit and Retain

PURPOSE: The People Plan sets out how we will enable our people (staff, physicians and volunteers) to facilitate the delivery of safe, competent and high quality care now and in the future, so RMH can meet the evolving needs of its community.

WHERE ARE WE NOW? RMH ENVIRONMENT, CHALLENGES AND KEY DRIVERS:

- The City of Kawartha Lakes has a large retirement community and an aging population with increasing demands and residents with more complex needs.
- Our local demographic presents challenges in the recruitment and retention of our workforce.
- We now have a more multigenerational workforce with many commuting staff.
- RMH, like many organizations, is challenged with limited financial and people resources.
- RMH is experiencing growing competition for the best people.
- The expectations on our leadership team are high with a broad scope of responsibilities.
- Recruitment and retention is a major challenge for RMH: leaders, staff and physicians. RMH is already experiencing a significant shortfall in our Registered Nurses (RNs), particularly in our ability to source part time colleagues needed to provide flexible staffing solutions for our 24/7 operations.
- Technological disruption and complexity will continue to increase over the coming years as we develop and implement a Clinical Information System (CIS) that will create transformational change.





The People Plan sets out how we will develop the ability to recruit to critical roles, grow future talent, and retain our best people.

WHERE ARE WE NOW? RMH STRENGTHS:

- RMH is known as a community-focused hospital with a culture that people want to join.
- RMH is an important fabric of the community, and its community is invested in its future.
- RMH has a loyal workforce that is focused on safe, quality patient care.
- The Hospital has an invested leadership team focused on delivering exceptional care to patients.
- The organization is forward-thinking and has outstanding abilities in being a great partner.
- RMH is a hospital that is innovative and willing to lead provincial initiatives.

The People Plan will be delivered through three priorities:

- Priority One:** Develop an inclusive culture to support the RMH vision
- Priority Two:** Develop leadership and critical skills to build a stronger organization and develop a change-ready workforce
- Priority Three:** Recruit and retain engaged people



PRIORITY ONE: DEVELOP AN INCLUSIVE CULTURE TO SUPPORT THE RMH VISION

A) Strengthen our Culture: We will –

- leverage our internal strength by further developing an inclusive, patient-focused culture.
- be an employer of choice by valuing inclusive employee engagement practices.

B) Continually Improve Engagement: We will –

- continue to purposefully develop our relationship with our people so they know their input matters.
- consider employee experience as carefully as we do our patient experience.

C) Improve Health, Wellness and Resilience: We will –

- implement our three-year psychological Health and Safety plan through three pillars:
 - 1. Education:** to reduce stigma, create understanding, prevent harm, build resilience and provide support.
 - 2. The Wellness Steering Committee:** will focus on improving the quality of work life and balance.
 - 3. Improve Workplace Physical and Psychological Safety:** prevention programs to protect from harm, and support safety.

To aid the continual improvement of our Health, Safety and Wellness programming:

- We will –**
 - continue to prevent workplace violence via the work of the Violence Prevention Steering Committee.
 - improve attendance and make a positive difference to the wellness and resilience of our workforce.
 - help our people to make the best lifestyle choices, with access to fitness facilities, healthy food choices, flu vaccination campaigns, and support programs.
 - continue to develop early interventions to support staff that are off sick and to reduce absence levels. We will offer our employees Occupational Health and Employee Family Assistance Program (EFAP) support.
 - implement 'It Shouldn't Hurt to Work' safe patient handling program to all departments.
 - continue to follow the Code of Conduct to support improvements in progressive employee relations.
- D) Reward and Recognition: We will –**
 - encourage and recognize employees who are motivated to achieve and deliver results.
 - continue to develop our reward and recognition approaches to increase satisfaction.



PRIORITY TWO: DEVELOP LEADERSHIP TO BUILD A STRONGER ORGANIZATION AND DEVELOP A CHANGE-READY WORKFORCE

A) Align Leadership Development with LEADS Capability Framework to develop leaders at all levels:

RMH has adopted the LEADS in a Caring Environment capability framework that is used as a common language to create understanding of the key skills, behaviours, abilities and knowledge that are needed to lead in health care:

We will use the LEADS capability framework to develop leaders, adopt a distributed leadership approach, and implement coaching and mentoring practices.

B) Develop Organizational Change Readiness:

so RMH and its people are ready for the changes ahead including the implementation of a Clinical Information System (CIS). This, along with the continual nature of change and the fatigue that can occur, will require our leaders to have skills to enable them to lead change. **We will –**

- establish a common framework for leading change to guide our leaders and staff in ongoing changes.
 - put the supports, tools and resources in place to support leaders and staff during periods of change.
 - enable teams to expand their boundaries, work together, and break down organizational silos.

C) Leadership Development Programs: **We will –**

- embed values-based leadership through our leadership development programs to ensure our leaders live and uphold the RMH values and demonstrate the core leadership behaviours that RMH needs.
- work with the Board of Governors to continually develop our senior leadership team to deliver the RMH vision.

D) Develop Critical Skills and Leadership Capabilities:

that RMH needs through an action plan to develop:

- Leadership**
- Values-based leadership - integrity, honesty, forward-looking
 - Focus on departmental governance (policies and procedures)
 - Develop leadership at all levels
 - Create ability to self-identify for development as a leader

Change Leadership and Management

- Develop leaders who are ready for challenges ahead
- Change leadership and management
- Project management
- Develop capacity within the role to provide leadership
- Develop/recruit/retain agile leaders for the change that is coming

Critical Skills

- IT skills and digital competency (skill to understand business intelligence)
- Business process analytical skills
- Knowledge transfer
- Engineering skills
- Great communications skills
- Service excellence skills



PRIORITY THREE: RECRUIT AND RETAIN ENGAGED PEOPLE

A) Recruitment and Selection: RMH will be an employer of choice so we attract and retain the best people: **We will –**

- ensure our practices ensure RMH hires for optimism and for best fit to the role.
- ensure the RMH's recruitment and selection processes are effective and streamlined.

B) Improve Retention and Minimize Turnover: **We will –**

- determine the drivers of turnover to minimize vacancies, which will decrease use of overtime.
- ensure that our scheduling and payroll processes are efficient and best fit the needs of RMH and its staff.

C) Performance Management Framework: **We will –**

- have performance appraisals that set expectations, enable accountability, and drive high performance.
- create opportunities for career development discussions through our performance appraisal system.

D) Succession Planning: **We will –**

- continue to develop the Succession Plan to identify high performing / high potential leaders, and support them with developmental activities to build a leadership pipeline for current and future roles.

MEASURE SUCCESS

Progress for Ross Memorial Hospital's People Plan will be measured annually by benchmarking HR practice, and measuring improvements. Metrics that will be measured include: recruitment and turnover, absenteeism, and staff satisfaction measures from Worklife Pulse Survey.

Please contact the Human Resources Department for further information on the implementation of the People Plan.





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