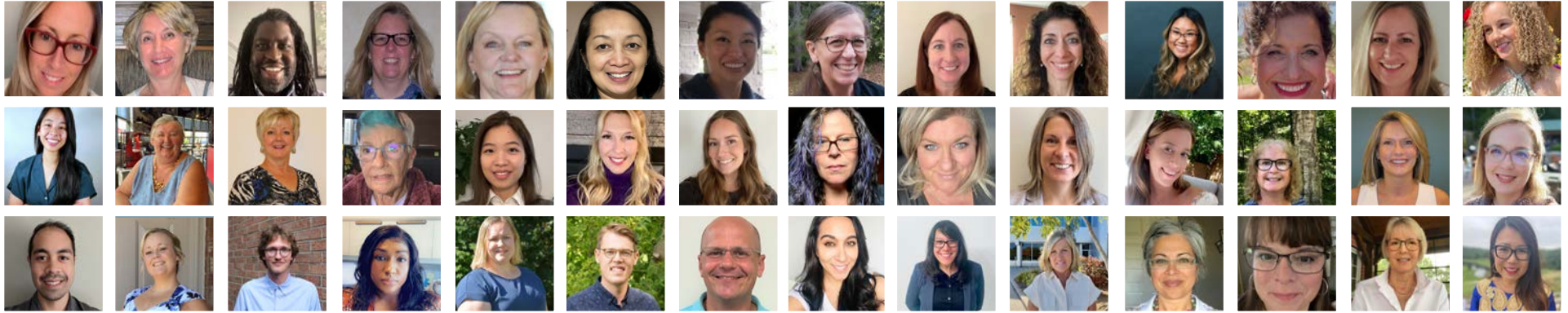


HOME AND COMMUNITY CARE
SUPPORT SERVICES

SERVICES DE SOUTIEN À DOMICILE
ET EN MILIEU COMMUNAUTAIRE



2023 - 2024

PEOPLE STRATEGY

Looking back, looking forward

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APPENDIX

A Message from Home and Community Care Support Services' Executive Leadership Team



Home and Community Care Support Services Executive Leadership Team

Dear Colleagues,

As a key pillar in the health care system, Home and Community Care Support Services' mission is to help everyone to be healthier at home through connected, accessible, patient-centred care. Each year, 8,940+ staff serve or support more than 640,000 patients of all ages.

Within this organization, our people are our greatest asset. This year, we made a positive difference in the lives of patients and their families by investing in our people so that they have the support they need to do their best work in the diverse communities we serve.

The priorities laid out in this plan are our commitment to our people – it's our road map shaping the way we lead, engage and develop our people to enhance our organization. The Executive Leadership Team is dedicated to ensuring that in addition to having the skills, knowledge and ability to perform, our staff are excited to come to work and bring that passion with them each and everyday.

Health care is ever-evolving. What remains constant is the workforce on which the system relies, the people who keep it going through their hard work and dedication to patients, families and caregivers. We are committed to supporting system efforts to build a more modernized, connected health care system that is centred on the needs of patients across the province – and part of this effort is stabilizing our workforce

and enhancing our recruitment efforts to attract and retain top talent.

Going forward, we will build on the accomplishments of our People Strategy so that we may continue to cultivate a unified, positive culture that reflects our values and empowers our staff to achieve our organization's mission and vision.

Cynthia Martineau
Chief Executive Officer

Lisa Tweedy
Chief Human Resources Officer

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 Home and Community Care Support Services, our people are our best resource and this is reflected in one 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 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 we continue to deliver home care services in our province, our People Strategy ensures 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 strategic priority to invest in our people will support the achievement of every Home and Community Care Support Services priority.



Cornelia Owaifu-Fink, Operations Leader with patient



Eileen Fung, Care Coordinator with patient

Our People Strategy



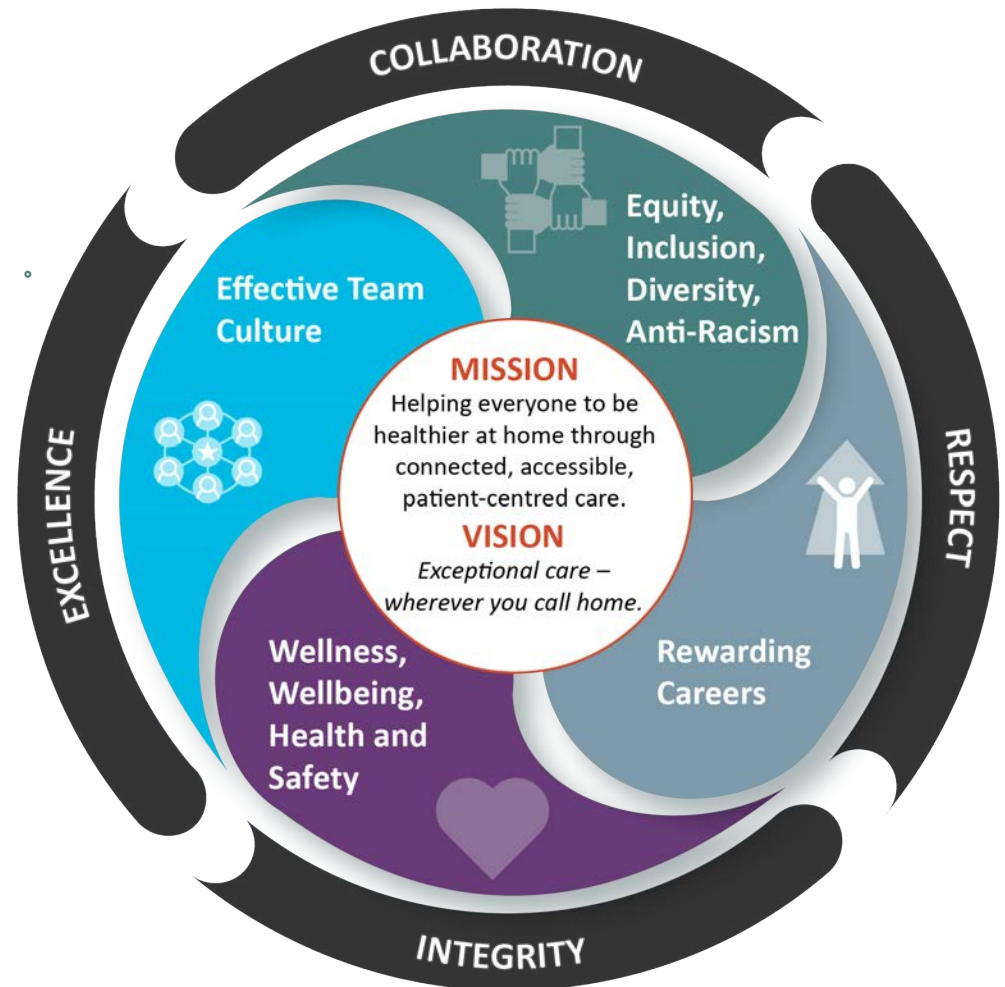
INVEST IN OUR PEOPLE

Grounded in our mission, vision and values, and guided by our strategic priority to invest in our people, the People Strategy is our road map, shaping the way we lead, engage and develop our people to enhance the organization.

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 Home and Community Care Support Services 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.

Guided by our organizational values of collaboration, respect, integrity and excellence, we are helping each of our exceptional employees unlock their full potential by focusing on four pillars:

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



Looking back

In October 2021, the Home and Community Care Support Services Board of Directors endorsed our People Strategy. Our People Strategy is supported by a detailed work plan that is divided into four pillars: Equity, Inclusion, Diversity and Anti-Racism, Wellness, Wellbeing, Health and Safety, Effective Team Culture and Rewarding Careers. In its first year, more than 145 staff members, led by eight executive sponsors, came together to implement the People Strategy through defined projects and initiatives. Over the course of the year, we engaged our staff and leadership, our community of advisors and external partners in various initiatives.

As a new organization encompassing the knowledge, experiences and unique cultures of 14 separate corporate entities, we established a course of action to invest in our teams to ensure we have the right people, right skills and right mindset in place to achieve our goals. We focused on developing standardized policies, processes and practices that enable our teams to perform to the best of their abilities, take pride in their daily duties and feel excited to come to work.

Within the first year of our People Strategy, staff across the province worked together to address areas of opportunity in recruitment, wellness and wellbeing, rewards and recognition and employee engagement. With a renewed commitment to Equity, Inclusion, Diversity and Anti-Racism, we also made significant progress in creating a safe, inclusive work environment translating to better care for our under-represented and racialized groups.

Health care is constantly evolving. To support our ongoing provision of exceptional care to our patients in a post-pandemic world, this year, we successfully shifted our organization to a hybrid workforce. We have engaged and empowered our workforce in new ways to help us achieve our vision of a healthier community for all and we will continue to do so as we move our People Strategy forward.

Watch the Home and Community Care Support Services People Strategy Year of Achievements video 2021-23

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People Strategy

One year of engaging, leading and empowering our people.



Looking forward

Building on our accomplishments within the People Strategy 2021-23, the People Strategy 2023-24 outlines our goals for our staff and how we are going to continue to achieve them from now and through fiscal year 2023-24.

Together, we have embarked on this journey, so our people may lead and learn, partner and connect, care and be cared for.

Creating a positive culture where our people have the training, tools and support they need to do their best work is paramount in achieving our vision. Through the People Strategy, we strive to empower our workforce to be their best selves, do their best work and deliver the best possible patient experience.

Driving excellence in care and service delivery starts with a healthy, motivated, passionate and talented workforce. We look forward to the work ahead as we continue to invest in our people so we may help everyone to be healthier at home through connected, accessible, patient-centered care.



As leaders, we are able to make a positive difference in patients' and families' lives by investing in our people so that they have the abilities, support and ambition to do their best work.

Cynthia Martineau, Chief Executive Officer



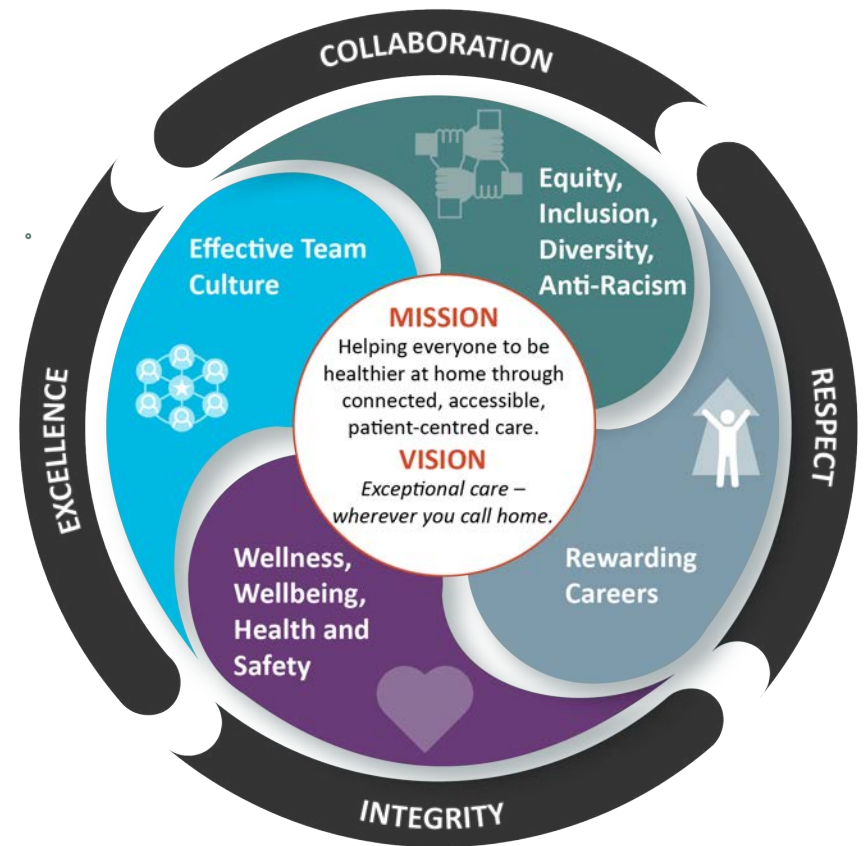
Cynthia Martineau, CEO and our hospital Care Coordinator team at Joseph Brant Hospital



Nancy Saxton, Vice President, Patient Services (left), Cynthia Martineau, CEO (right)

People Strategy

2023-2024





Equity, Inclusion, Diversity and Anti-Racism

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

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 that will culminate in improved service delivery for under-represented groups.



Home and Community Care Support Services' Equity, Inclusion, Diversity and Anti-Racism mission statement

In fall 2021, Home and Community Care Support Services developed its [equity, inclusion, diversity and anti-racism statement](#). Since then, we continue to 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. In the first year, we focused on the impacts of anti-Black and anti-Indigenous racism. Looking ahead, we will work to embed our EIDAR commitment into operations by ensuring congruence with people, culture, strategy, structure and systems.



Build awareness and cultural competence

We believe that training and education are fundamental to addressing issues related to EIDAR. Our staff have access to resources to help them develop the skills required to incorporate this training into their daily practice. Some of our current key initiatives to build awareness and cultural competence include:

- Annual speaking events and/or programs during Emancipation Day, National Day for Truth and Reconciliation, Pride Month and Black History Month

- Centralized EIDAR resource pages for staff
- Ongoing development of EIDAR training and education
- Ongoing access to Indigenous Cultural Safety Training



Develop and implement an EIDAR Plan and review our Human Resources policies, practices and programs

We created a dedicated staffing resource, the Manager, Equity, Inclusion, Diversity and Anti-Racism. In 2023-24, this individual with lived experience will collaborate with key stakeholders to lead the development and implementation of our EIDAR plan.



Left to right: Placement Facilitators Carole Freitag and Romsell Salvanera, Sandra Iafrate, Director, Cynthia Martineau, CEO and Tini Le, Vice President, Patient Services



Wellness, Wellbeing, Health and Safety

We want a workforce that is healthy and well.

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.



Refresh our approach to workplace wellness

We have a wellness framework grounded in the seven dimensions of wellness - Physical, Emotional, Intellectual, Social, Spiritual, Environmental, and Occupational. This framework will enable continued progress on a provincial wellness program that best supports our staff.



Develop a province-wide expert occupational health and safety team

With our Executive Leadership Team and vice president structure in place, the Vice President, Human Resources, Organizational Development & Equity (Operations portfolio) now has oversight of the organization's commitment to occupational health and safety (OH&S). This enables provincial coordination, synergies and the implementation of best practice in the OH&S portfolio across the 14 geographies. In 2023-24, we will create an OH&S structure and team comprised of occupational health and safety experts dedicated to promoting a safe and healthy work environment.



Promote employee health and safety

With a renewed commitment to provide a safe and healthy workplace for our staff, we are creating consistent

practices and policies aligned with our organizational values that help us reduce risks and hazards that can result in injury and illness.



Revive and reinforce our Employee Family Assistance Program (EFAP) across the province

In this upcoming year, we are working towards harmonizing our EFAP provider and program offerings to ensure all employees have equitable access to the same high quality services and receive compassionate, timely, and excellent EFAP support.

My work makes me feel like I am making a difference in someone's life, while being able to observe and work with patients in their homes. This is critical to the success of helping patients improve and reach their goals.

Romell Almagro, Physiotherapist





Effective Team Culture

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



Home and Community Care Support Services Employee Engagement Survey

We want Home and Community Care Support Services to be a great place to work and the Employee Engagement Survey gives us the opportunity to check in with each employee to learn where we are engaging well and where we need to improve. The first Home and Community Care Support Services Employee Engagement Survey launched in May 2022. In addition to team-based action planning sessions, we held 108 engagement sessions and collected over 2,800 comments from staff. These have informed our planning and the actions we continue to undertake in 2023-24.

Building off the momentum and lessons learned from last year’s inaugural Employee Engagement Survey, we will continue to take steps to implement the action plan so that:

- Every employee has the opportunity to be heard, and
- We continue to improve our engagement with our most valuable resources: our employees.



Enhance employee recognition

With input through an all staff Employee Recognition Survey, we continue

to develop and expand our provincial employee recognition program that celebrates the success of our talented employees.

We are building a culture of recognition that aligns with our values by encouraging best practice leadership behaviours.

I get to work with team members from all different departments in many different roles. Regardless of their title or region, there’s always something that stands true with our staff – their dedication to patients, their commitment to their fellow colleagues and their desire for the success of Home and Community Care Support Services.

*Faadia Ghani, Manager,
Communications*





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Create an effective organization design

To achieve broader organizational goals and objectives, the 14 Home and Community Care Support Services organizations have been clustered into four regions – North, East, Central and West. This regional model enables us to maximize our current resources, increase efficiencies and builds consistency in process across the province. Leveraging the regional model, the Executive Leadership Team has begun to develop a management structure that reflects what is needed today and in the future.



Ensure remuneration and compensation is fair, consistent and sustainable

Across the province, we know wellness is supported with work-life balance. In an inclusive culture committed to support a passion for continuous learning, growth and innovation, we offer:

- Attractive comprehensive compensation packages and benefits
- Membership in a world class defined benefit pension plan

We will continue to evaluate our compensation programs to provide a rewarding experience for all of our employees.



Standardize our performance development programs

Following an extensive literature review and environmental scan of leading practices, in 2023-24, we will implement a standardized, best-in-class performance development program for our leadership and staff. This program will contribute to our employees' professional growth and enable us to unlock our collective and individual potential.

I work with an incredible team, dedicated to making a difference in our patients' lives. Our intake care coordinators, team assistants and managers are a wonderful, caring and compassionate group who are always taking that extra step in helping our patients and families get the support they need at home or in the community.

Jovy Alvarez, Care Coordinator





Rewarding Careers

We offer 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.



Develop leadership capacity

A panel of 28 leaders with diverse levels of experience came together to design, create and ultimately implement a leadership development strategy to enhance leadership capabilities for all staff. Looking forward, we are investing in our leaders so that they feel supported and well-equipped to manage high performing teams with an effective team culture. This will enable succession planning to ensure we have strong leaders today and in the future.



Develop an employment brand that attracts top talent

Our employment brand statement is not only our marketing message to external candidates, it is our career promise to staff, our commitment to inclusion, celebrating diversity, equitably serving communities, driving innovation and having a positive impact on all that we do. Our Why I Joined, Why it Matters and Why I Stayed campaign showcases and celebrates the diversity and experiences of our teams throughout our organization. We will continue to amplify our employment brand externally through campaigns, recruitment strategies and social media to attract top talent.



Re-establish a clear path for learning and development

Following a current state analysis, and with input through stakeholder engagement, we are developing a learning and development strategy that provides employees with internal and external opportunities to develop their skills and excel in their roles.



Ashley Makkar, Care Coordinator



Svetlana Dekker, Team Assistant



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Enhance our provincial recruitment and advertising strategy

Expanding on the employment brand initiative completed within the People Strategy 2021-23, we will develop a provincial recruitment strategy to attract exceptional talent. We will continue to build up our employment brand and promote Home and Community Care Support Services as an employer of choice within the health care sector.



Harmonize exit interview practices

We are committed to ongoing improvements by recognizing what we do well, and where we can do better. Development of a standardized exit interview practice will allow us to obtain feedback from former employees to drive initiatives that reduce turnover and increase employee satisfaction and engagement.



Implement formal leadership development programming

We will continue to invest in our leaders by implementing formal leadership development programming to provide our leaders with every opportunity to strengthen and hone their skills. We want our teams to feel supported and that they have the guidance and mentorship they need to do their best work.

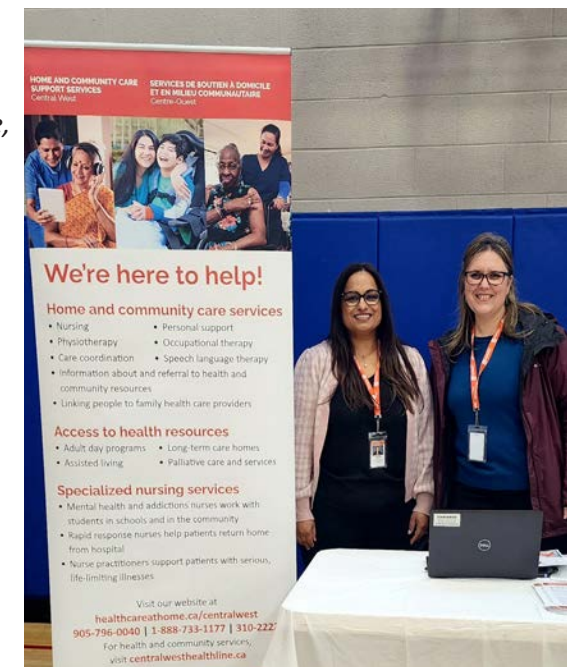


Develop and implement a provincial crucial conversations training program

This fiscal year, we will establish a training approach and develop supports related to conflict and difficult conversations. Leveraging our highly skilled organizational development staff with certification in crucial conversations, this training will focus primarily on frontline staff.

As part of our commitment to developing our people and building strong relationships with the communities we serve, our staff participate in-person or virtually in a variety of events, including seniors' fairs, presentations to community groups and health system partners to share information about the services we provide, including the long-term care placement process.

Here, Care Connectors Amardeep Minhas and Lesley Seeds represent Home and Community Care Support Services Central West at the Rexdale Women's Centre Community Health Fair.



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:

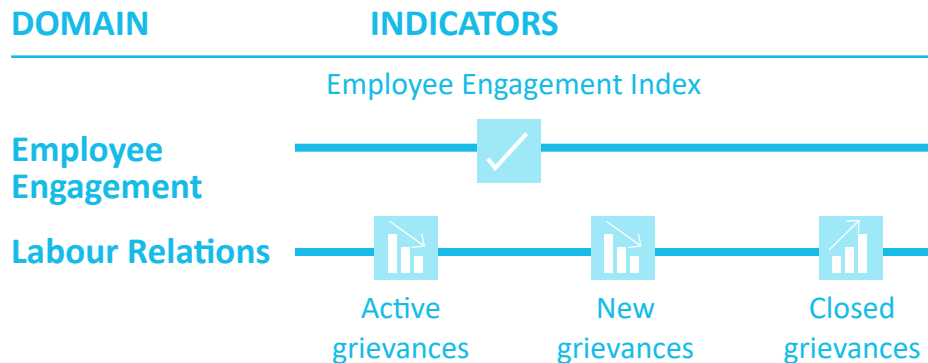


Equity, Inclusion, Diversity and Anti-Racism

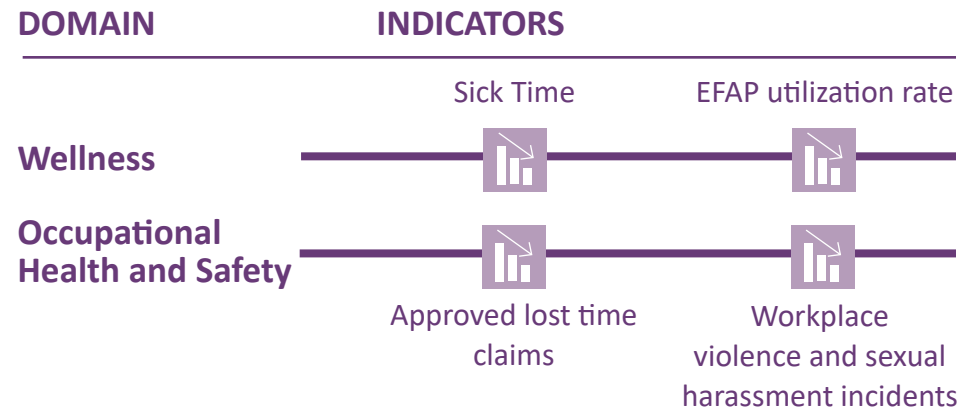
Advancing a culture of equity, inclusion, diversity and anti-racism is a key priority within Home and Community Care Support Services. The 2022 Employee Engagement Survey demonstrated that 64 per cent of staff had favourable responses to EIDAR related statements. Understanding areas of opportunity is critical to the success of our EIDAR strategy. In 2022, we created a new position dedicated to developing this strategy, which will include a comprehensive reporting framework. This work will continue in fiscal year 2023-24.



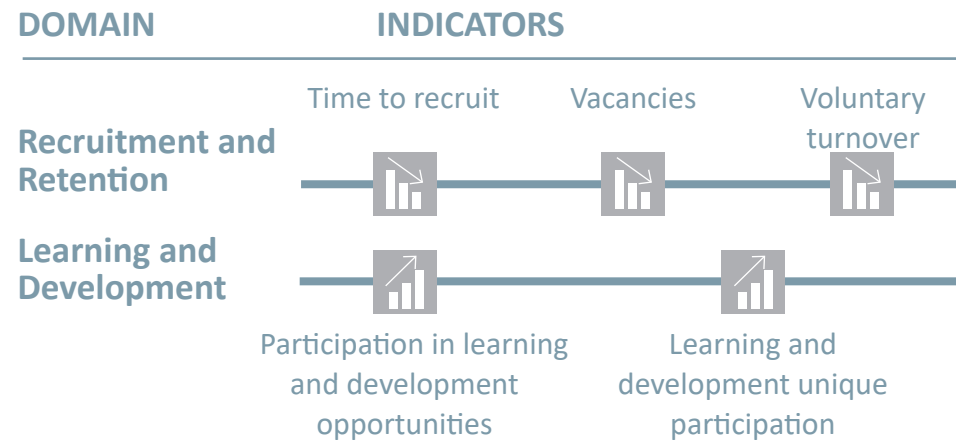
Effective Team Culture



Wellness, Wellbeing, Health and Safety



Rewarding Careers



APPENDIX: Communications and Engagement

Engaging with our diverse staff and implementing their feedback is crucial in further developing our People Strategy. Staff feedback is an essential part of enabling the People Strategy to empower staff to be their best selves, do their best work and deliver the best possible patient experience.

Highlights



unique visitors to the People Strategy intranet page **(73% of staff)**



staff accessed the People Strategy document



unique visitors to the Meet our People intranet page **(83% of staff)**

Emphasizing two-way communication



Employee Engagement Survey

4,560 responses and over **2,800** additional comments

Employee Recognition Survey

1,791 responses



Formally submitted questions related to the People Strategy

32 through Ask/Answered

in addition to questions asked during *Town Hall Q&A periods*

A variety of channels such as surveys, Q&A periods and FAQs are available for staff to have their voices heard. This enables staff to provide feedback in a way best suited for their communication style.

Meet our People



Our Employment Brand program showcases and celebrates the diversity and experiences of our teams within the organization. In 2023, staff profiles will be shared through external platforms, including our website, social media and careers web pages.

57 staff profiled internally so far

Year of Achievements

The [People Strategy Year of Achievements video](#) showcases our achievements within the first year of the People Strategy and connects the dots for staff on how this work supports our entire workforce. The video was presented at an all staff Town Hall, to the Board of Directors and shared with staff through a variety of internal channels.



Data as of February 21, 2023

Exceptional care – wherever you call home.

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 (English) or 310-2272 (French). No area code is required.

www.healthcareathome.ca