



Human Resource Plan

2025-2030

Introduction

HDH's Human Resources Service Mission is focused on attracting, hiring, and retaining a vibrant, inclusive workforce who possess a spirited capacity of compassion, for continuous improvement and for contributing to the development of a strong collaborative culture in order to consistently meet and exceed the evolving needs and performance objectives of the hospital.

We are aware of the Health Human Resourcing challenges that are facing all Canadian providers of health care. The competition for Registered Nurses, Lab Technicians, and other roles is becoming fiercer. HDH needs to be competitive and chosen to be the employer of choice. Therefore, we must remind the people we wish to attract and/or retain of the very real opportunity that a career with HDH presents for making a difference in the lives of others.

The Human Resource Plan guides the development and helps with the availability of that workforce. This will ensure that we maintain our ability to deliver high quality services to Hanover and surrounding communities. Today's workers place a higher value on balancing their home and work lives; where employees seek meaningful and rewarding work.

The focus in this Human Resource Plan are the following areas:

- 1) Recruitment;
- 2) Creating a diverse and inclusive workplace
- 3) Enhance employee engagement and wellness

Strategic Goals vs. Human Resource Goals

The Human Resources Plan is based on the organization's strategic goals and objectives.

These are:

- 1) Caring for our Patients
- 2) Valuing our People and Teams
- 3) Innovating for a Sustainable Future
- 4) Anticipating & Responding

These strategic goals will be supported by the Human Resource goals and objectives presented and analyzed in the Human Resource Plan.

Values

HDH provides patient care and client services based on the following values:

- Integrity – to make decisions in a manner that is consistent, professional fair and balanced;
- Compassion – sympathetic consciousness of others' distress together with a desire to alleviate it;
- Collaboration – to enhance efficiency and credibility of our clients and staff;

To complement these core values expressed in the Strategic Plan, it is important to identify corporate human resource values that will guide our decision-making and actions, as well as the way we interact with one another and with those, we seek to serve. These values are:

- Respect: We value a workplace culture where people respect one another in their interactions with co-workers and clients.

- Integrity: We value a workplace culture where personal and professional integrity cause us to behave in an ethical and balanced way.
- Diversity: We value a workplace where diversity, in all its forms, is encouraged and recognized for its contribution to a more creative, rewarding, and productive workplace.
- Accountability: We value a workplace where accountability for our actions, our interactions, the objective and wise use of resources, and responsibilities for our successes and failures is reflected in how we conduct ourselves.

Human Resource Goals, Objectives and Strategies

This Human Resource Plan has numerous goals, which we will work on to achieve in a five-year period, between 2025 and 2030.

Goal 1: All performance reviews for full time and part time employees are completed every two years.

Objectives:

- **Fairness:** HDH wants to ensure that decision-making process associated with its human capital is aligned with related policies, and is entirely objective and consistent.
- **Providing exceptional care:** HDH aims at having the right employees with the right skills in the right place at the right time, and at ensuring the consistent application of human resource policies and practices throughout HDH.

Strategies:

- **Service excellence:** We must ensure the health care service we provide the community, and the way we deliver the service, is continually monitored for its value. The following initiative reviewed and updated: *Performance management* (employees need to know how their efforts affect the business goals of HDH. Performance management will continue to highlight the relationship between individual performance, rewards and recognition, and HDH's objectives.)
- **360 Reviews:** HDH will source 360 reviews for leadership performance, to create a more well-rounded performance review process.

Goal 2: Overall how you would you rate your organization as a place to work?" Achieve rating of 85-90% for "excellent", "very good", and "good" in Global Workforce Survey.

Objectives:

- **Committed employees:** HDH wants to ensure that recruitment and orientation programs support the hiring of all employees who are personally committed to providing a high-quality of care.
- **Welcoming culture:** HDH will provide equitable and easy access to employment opportunities, and will foster a culture where new workers are welcomed, and oriented to achieve their career goals in health care.
- **Career advancement:** HDH wants to raise awareness about the many challenging and rewarding opportunities available within the hospital.

Strategies:

- **Regular Recognition and Feedback:** HDH will foster a culture of appreciation for individual and team accomplishments. Review and enhance the recognition program and create an action plan from feedback provided through the Global Workforce Survey.
- **Enhance wellness programs:** HDH aims at promoting well-being of its employees through development of new and implementation of current wellness programs that assist in the well-being of employees both on and off the job.
- **Work-Balance:** HDH promotes a healthy work-life balance through flexible work arrangements and time off policies. While encouraging employees to take advantage of wellness programs.
- **Professional Development:** HDH will provide on-going training opportunities and mentorship programs and help develop personalized career paths for employees.

Goal 3: Recruit and retain a diverse workforce that meets the needs of the organization.

Objectives:

- **Increase the percentage of active open positions filled within the targeted deadline:** The objective is to fill positions in a timely fashion, ensuring key positions are filled.
- **To maximize hiring effectiveness and reduce cost-to-hire:** The objective is to ensure there are no delays, keeping candidates engaged and ultimately reduce the cost in hiring, by hiring star employees.

Strategies:

- **Recruitment:** HDH must develop outreach initiatives that will help us look for potential candidates. It is no longer enough to expect potential employees to come looking for us; we must develop outreach initiatives that will help us look for them. Strategies to address these essential needs include the following: *Ongoing job postings; Word of mouth strategies; Referral programs; Cooperation with Universities and Colleges.*
- **Employer Branding:** Enhance the organization's online presence and showcase a positive work culture.
- **Continuous Training for Recruiters:** Keep Human Resources and hiring managers updated on best practices, diversity and inclusion and interview techniques.
- **Define Talent Needs:** Work closely with department heads to identify current and future skill requirements and forecast workforce needs based on growth and changes.

Goal 4: To enhance the volunteer program.

Objectives:

- **Improving HDH's volunteer program:** The objective is to create a diverse program that welcomes all individuals from our community who wish to give their time to make HDH a better hospital.
- **Create a Volunteer Recognition Program:** The objective is to attract and retain our volunteers, and provide them a voice to enhance our programs and services.

Strategies:

- **Partnering with local high schools and youth groups:** HDH will partner with local high schools to create a program which will allow students to complete their volunteer hours while learning about the different opportunities within the hospital.
- **Improve Orientation and Support:** HDH will improve the volunteer orientation program, creating both in person and virtual options. Review technological options for scheduling.

Goal 5: To support an EDI (Equity, Diversity & Inclusion) culture.

Objectives:

- **Adopting an EDI culture:** HDH aims at creating programs, which recognize all aspects of equity, diversity and inclusion among its workers, and communities the hospital serves.
- **Diversity Training:** Conduct diversity and inclusion training for all employees.
- **Inclusive Policies:** Review and update Human Resources policies to ensure inclusivity and continue with a zero-tolerance policy for discrimination and harassment.
- **Employee Resource Groups:** HDH encourages the formation of employee resource groups, and support initiatives that celebrate various cultures and identities.

Strategies:

- **Recruitment and Hiring:** Develop inclusive hiring practices to attract diverse talent. Expand outreach efforts to underrepresented communities. Building relationships/partnerships with Indigenous leaders and key community-based groups to promote a diverse and inclusive workplace.
- **Employee Development and Retention:** Provide equitable access to training, leadership development, and career advancement. Conduct regular pay equity audits and address any disparities.
- **Workplace Culture and Inclusion:** Foster an inclusive culture through ongoing EDI training and education. Support employee resource groups to promote a sense of belonging. Implement feedback mechanisms to assess inclusion efforts. The Health Equity Committee working in partnership both internally and externally, to make recommendations and initiate strategies to remove barriers of accessing healthcare to enhance the patient and workplace experience.
- **Policies and Accountability:** Ensure HDH policies promote equity and address discrimination, bias and harassment. Establish transparent reporting and accountability structures for EDI progress.

HDH strives to be a workplace that is reflective of the growing diversity within our community and to create a more respectful and inclusive workplace. HDH will be an organization where valuing diversity is a positive choice, not an obligation.

Action Plan

The following plan begins the process of identifying measures of success against which HDH will assess the company's progress. This latter task will also be a key part of the development and implementation of the strategies described within this plan. Some of these strategies will evolve as the plan itself is implemented and tested over the next five years.

HDH will need to regularly assess the company's progress towards achieving objectives identified in this Human Resource Plan. The development of these measures of success and indicators will be an evolving and continuous process throughout the life of this plan.

Goal # 1	Critical Actions to Take	Next Five Years	Outcomes	Measurements/ Indicators
<p>All employee performance reviews are completed every two years.</p>	<p>Performance evaluations</p> <p>360 Reviews</p>	<p>Review Annual and probationary performance appraisal process currently in place and working;</p> <p>Research 360 performance reviews for managers and senior leaders.</p> <p>Research on line platform for performance reviews.</p>	<p>100% of new full time and part time workers evaluated in the probationary performance appraisal process.</p> <p>100% of full time and part time workers undergoing the bi-annual performance appraisal process</p> <p>80% of staff highly satisfied with performance evaluation process</p>	<p>Number and percentage of performance evaluations completed each year (includes bi-annual performance appraisal process as well as the probation performance appraisal process)</p>

Goal #2	Critical Actions to Take/ Strategies	Next Five Years	Outcomes/ Results	Measurements
<p>Overall how you would you rate your organization as a place to work?" Achieve rating of 85-90% for "excellent", "very good", and "good".</p>	<p>Orientation</p> <p>Talent Management Process</p> <p>Exit Interview Enhancements</p> <p>Retention Strategies</p> <p>Enhanced Learning and Development Strategy – Reviewing both Clinical and Non Clinical roles</p>	<p>Develop Talent Management Process</p> <p>Enhance Corporate Orientation</p> <p>Enhance Recognition Program (staff, physicians and volunteers)</p> <p>Ongoing communication initiatives leading to fair treatment of workers based on dignity, respect, open communication and loyalty</p> <p>Improve Exit Interview process and reporting</p> <p>Enhance Employee Wellness Program, different ways of recognizing staff while promoting healthy living</p>	<p>100% of new workers undergoing the corporate orientation after being hired</p> <p>80% of workers satisfied with the orientation program</p> <p>Overall, 40% of workers recognized by the management annually</p> <p>Newsletters/Eblasts sent weekly</p> <p>No complaints on lack of clear patterns of communication and lack of support by the management</p> <p>85-90% positive responses related to working at HDH on survey</p>	<p>Global Workforce survey</p> <p>Level of employee engagement (measured by a number of responses for all, sent by HDH, surveys, questionnaires, etc.)</p> <p>Number of HDH workers recognized by the management for their contributions and achievements</p> <p>Management's commitment to staff well-being, health and safety</p>

Goal #3	Critical Actions to Take/ Strategies	Next Five Years	Outcomes/ Results	Measurements
<p>Recruit and retain a diverse workforce that meets the needs of the organization</p>	<p>Recruitment of staff</p> <p>Employee Value Proposition (EVP)</p> <p>Enhance partnerships with colleges and universities.</p>	<p>Implement strategies to attract talent from various sources, including job boards, social media and industry events</p> <p>Create a Referral Program</p> <p>Establish partnerships with universities, community organizations and diversity focused job platforms.</p> <p>Leverage technology for applicant tracking and assessment.</p> <p>Continuous training for management – best practices, diversity and inclusion and interview techniques.</p> <p>Optimize the recruitment process to minimize time to hire.</p> <p>Review Job Descriptions to ensure they avoid gendered language or jargon that may deter candidates</p> <p>Provide mentorship and sponsorship programs to support underrepresented groups</p>	<p>Equitable and accessible employment opportunities (objective assessment of the fit between the skills and qualifications of the prospective worker and the needs of HDH)</p>	<p>Number of workers hired each year</p> <p>Number of referrals</p> <p>Number of jobs posted</p> <p>Percentage of new graduates hired (out of all new workers)</p> <p>Number of job application received every year</p>

Goal # 4	Critical Actions to Take/ Strategies	Next Five Years	Outcomes/ Results	Measurements
Improve the volunteer program	Engage with high schools and youth groups to create a more inclusive and learning opportunity. Enhance Volunteer Recognition	Build partnerships with local schools and youth groups. Embrace technology to streamline scheduling. Attract Volunteers from various sources, social media, website, job boards. Create a volunteer recognition program.	A more robust volunteer program which is diverse and engages with different age demographics	A program that includes students and youth from the community. A program that continuous attracts new volunteers.

Goal # 5	Critical Actions to Take/ Strategies	Next Five Years	Outcomes/ Results	Measurements
To support a diverse workforce	Develop diverse partnerships to enhance our learning. Offer training to build awareness and understanding of diverse cultures, traditions and perspectives. Create EDI Strategy Create Indigenous Cultural Safety Plan	All policies and procedures reflecting cultural diversity Ongoing cooperation with key community-based groups, and professional associations as stakeholders to promote a diverse and inclusive workplaces – Ongoing increase of workers’ awareness and value of diversity and knowledge of diversity influencing patient care Empower employees to form groups that celebrate and support their identities. Provide funding and executive	Educational sessions on impact of diversity on communication between patients and health care providers Meeting the requirements of OH Meeting the action items within the EDI Strategy Indigenous Cultural Safety Plan No complaints by workers and patients on discrimination	Global Workforce Survey Number of new stakeholders promoting diversity Number of educational initiatives promoting diversity

		<p>sponsorship/recognition for Employee Resource Groups (e.g 2SLGBTQ+, Indigenous, BIPOC)</p> <p>Recognize and celebrate cultural, religious and identity based events to make all employees feel valued.</p> <p>Collect and analyze demographic data to help create safe spaces.</p> <p>Equip leaders and employees with tools to recognize and mitigate biases in decision-making.</p> <p>Robust training plan for EDI courses.</p> <p>Conduct regular pay equity audits to eliminate disparities.</p>	<p>based on the prohibited grounds</p> <p>No complaints on violation of the Employment Standards Act and the Human Rights Code by HDH</p>	
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Conclusion

For this plan to succeed it needs the support of all the staff and the commitment of Senior Leadership, this is a shared commitment to the overall achievement of the plan and essential to the organizational success.