



# People Strategy

Strengthen and support a healthy, high-performing workforce



## Caring for and connecting with each other

### Broad Actions

### Initiatives

**Embed Nova Scotia Health values and caring-based competencies into people processes and learning programs**

- Embed our values in all people processes, including recruitment, performance management, and career pathways.
- Continue to leverage and embed values in existing programs (e.g. Start with Heart)
- Ensure values are embedded in training and leadership programs (e.g. caring-based values)
- Conduct quarterly values check-ins as part of the Strategic Plan

**Engage team members meaningfully and be responsive to feedback**

- Enhance engagement and communication throughout the organization through increased forums for engagement and feedback through formal and informal channels
- In the implementation of key initiatives, ensure engagement and feedback:
  - Increase transparency and clarity around the purpose, use, and incorporation of feedback as well as accountability and timeline
  - Ensure front line involvement in significant projects and initiatives
  - Include change management as a key element of any implementation

**Enhance collaboration, connectivity, visibility and organizational and team effectiveness**

- Increase leadership visibility and support leaders in their communication
- Provide options and support flexibility for work from home
  - Review the work from home policy in response to learnings about employee preferences from COVID-19
- For physicians and other members of the clinical team, provide training and support for virtual health care delivery (e.g. technology, workflow, documentation, medical/legal matters)
- Increase ability to work and connect virtually by leveraging and optimizing technology and enhancing virtual teaming skills

**Bring joy in work**

- Review and redesign reward and recognition programs ensuring they align with Nova Scotia Health's organizational strategy and values
- Implement fun at work recommendations



## Developing people

### Broad Actions

### Initiatives

**Attract and hire a high performing workforce**

- Enhance recruitment programs including the Physician Recruitment Action Plan, to ensure we have the right individuals at the right time with the needed skill sets to meet our strategy
  - Support the integration of internationally-trained physician recruiters (e.g. new advisor role)
  - Enhance the onboarding program to welcome new recruits and ensure they have a positive work experience (e.g. mentor or buddy program)
- Develop recruitment initiatives that support diversity and inclusion, and attract internationally educated talent

**Foster a learning organization**

- Build and strengthen community and academic partnerships to enhance learning opportunities and experiences
- Develop and implement an innovation strategy that harnesses innovative ideas from all individuals, as well as encourages and rewards idea generation
- Develop greater online capability and introduce a single learning management system to facilitate cross-functional/professional and integrated learning
- Develop co-leadership competencies

**Support team members to achieve their full potential**

- Implement a robust talent development program, including concerted career development planning, training, and succession planning, to develop everyone in their careers
- Continue to develop excellent leaders at all levels of the organization and implement the leadership development framework based on LEADS capabilities

**Align development to strategy and results**

- Enhance the performance development/appraisal/feedback process to support everyone's growth and development, and to align performance with organizational goals
- Develop a learning framework ensuring professional development is aligned with the strategic plan and provide opportunities for everyone to access learning in support of Nova Scotia Health priorities
- Design, develop and implement targeted learning programs to support our strategic initiatives (e.g., project management competencies, LEAN and continuous improvement education)



## Making it easier to work together

### Broad Actions

### Initiatives

**Create alignment through clear vision, goals and priorities**

- Communicate and ensure understanding of the performance and planning process that focuses on defining 'True North' – a set of strategic priorities and cascading them across the organization, ensuring alignment and transparency
  - Reinforced through the performance management system
  - Communicate organizational progress relative to goals and priorities
- Establish effective leadership structure and processes to support organizational priorities

**Clarify roles and accountabilities**

- Review and clarify roles, structure, and accountabilities
- Ensure the workforce is trained for the roles and responsibilities in new models of care, including virtual care delivery
- Advance inter-professional and clinical leadership collaboration through identified team-based behavioural competencies and accountabilities

**Establish appropriate structures and processes to enhance effective decision-making**

- Simplify policies and processes to improve efficiency and effectiveness
- Invest in tools and systems
- Implement organizational decision-making framework/approach
- Continue the transition to zone operations to support zone-level empowerment and decision-making

**Align and implement consistent compensation and benefits programs across the organization**

- Finalize and implement pay review for bargaining units
- Update management terms and conditions of employment framework
- Transition to one health and dental benefit plan for the organization
- Continue medical bylaw review, inclusive of clarifying physician leadership roles, competencies, and associated compensation
- Ensure consistency in roles, titling and responsibilities enabling development, succession and job mobility for the organization's workforce



## Actively building diversity, equity, antiracism and belonging into the workplace

### Broad Actions

### Initiatives

**Create an environment that is diverse, fosters respectful relationships, and a sense of belonging within the workforce**

- Expand and implement respectful workplace initiatives, including education and awareness-building specific to diversity, equity, anti-racism, anti-discrimination and belonging
- Refresh and implement the Employment Equity Policy, measuring progress and accountability against key performance indicators
- Support more diversity in leadership recruitment and strive to ensure members of diverse communities are equitably represented in the different levels of the organization
- Develop and roll out an anti-racism and anti-discrimination position statement
- Implement the people focus of the Provincial Diversity Framework, including:
  - Defining measures, monitor and report on progress
  - Collect and track demographic data and other experiential information
  - Evaluate people management policies and practices to support diversity, equity, anti-racism and belonging
  - Work with the workforce to highlight their role in inclusion and alliance and set clear standards for behavior aligned to Nova Scotia Health values

**Develop competencies and behaviours within the workforce that support an equitable and inclusive organization**

- Cultural competency training and other educational programs
- Create a Centre of Excellence for training in diversity and equity that supports the continued development of the workforce
- Embed diversity, equity, anti-racism and anti-discrimination in manager training and development



## Promoting the physical and mental health and wellness of the workforce

### Broad Actions

### Initiatives

**Champion mental health and wellness within the workforce**

- Develop an organization-wide wellness strategy, inclusive of programs, education and services delivered in partnership with other stakeholders such as the provincial medical association.
  - Understand needs and design programs to support people through COVID-19 (e.g. enhanced resilience training and stress management)
- Complete the implementation of the violence in the workplace program

**Support the physical and occupational health and safety of team members**

- Design and implement a broad range of policies and programs to ensure the physical and occupational safety of team members:
  - Develop training and prevention programs that foster safe working environments for team members
- Address issues related to infrastructure and flow design that impact occupational health
- Continue implementing guidelines, procedures, and sufficient measures to support workforce, patient, and visitor safety during COVID-19 and embed learnings for any emergency planning

To access the full strategy and updates visit the Nova Scotia Health intranet or [www.nshealth.ca/about-us/nsha-strategic-plan-and-faqs](http://www.nshealth.ca/about-us/nsha-strategic-plan-and-faqs)