

Vice President of People, Culture, and Belonging, Executive Report, Fiscal Year 2025/26

In 2025/26 saw the NSH People Services team made progress on some important, foundational initiatives that will strengthen NSH's organizational capability.

During the 25/26 Fiscal Year, the People Services team, working in partnership with IWK, the Department of Health, and the Public Service Commission, completed significant work on a rebuilt Management Non-Union Compensation Framework. This complete rebuild was about more than compensation – it was a full rebuild of job architecture, new job descriptions, revised job evaluation processes, and updated terms and conditions of employment for almost 3,000 management nonunion employees. While not completed in 25/26, the substantial completion of the framework will give NSH important tools to consistently evaluate roles and help us think more critically about org design. Taking a standard approach will modernize our organization and create consistency for all our management and non-union colleagues.

The People Services team made significant investment in building leadership capability in 25/26. We initiated an organization wide General Orientation program which was received positively by leaders and new employees both. Our Leadership Orientation program is in development and will build off the success of General Orientation. The Health System Leadership Academy is underway with its second cohort, with a 3rd cohort set to launch in early 2027. Our SEED Leadership Program (Support, Engage, Empower, Develop) continues to be well received, with over 500 leaders participating since launch. The four modules for level 1 – Leader as Coach, Productive Conflict, Team Performance, and Leading Change, give leaders the tools, confidence, and support to succeed in their roles.

Several projects highlight work underway related to wellness and productivity. Over 2500 employees participated in Wellness workshops this fiscal and 221 leaders earned Psychological Safety certification. We were proud that our wellness team was recognized with the 2026 Holistic Wellness Workplace Award at the CPHR Awards. Our Disability Management team continues to manage a high volume of claims, but despite claim numbers going up, the duration of time employees are off is going down. We are evolving from a focus on claims management to a more integrated system approach to workforce sustainability.

In 2025/26, People Services continued to build a stronger workforce for Nova Scotia Health by enhancing recruitment and workforce supply, investing in leadership development, advancing workforce modernization through the compensation framework rebuild, strengthening return-to-work and disability management supports, and expanding wellness and psychological safety initiatives. Together, these efforts improved workforce capacity, employee experience, and leadership readiness while supporting the delivery of high-quality care across the province.

Respectfully submitted,
Anna Marenick
Vice President of People, Culture, and Belonging