



**HDH** HANOVER &  
DISTRICT  
HOSPITAL

**Human Resource Plan**  
**2021-2023**

## Introduction

HDH's Human Resources Service Mission is singularly 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 is put on 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) Deliver safe and effective patient care responsive to the needs of our region
- 2) Strengthen partnerships and community engagement
- 3) Ensure the financial sustainability of the hospital
- 4) Support our current and future health care team

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 five goals which we will work on to achieve in a two year period, between 2021 and 2023.*

**Goal 1: All performance reviews for full time and part time employees will be completed by the end of the year.**

### 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 that the health care service we provide the community, and the way we deliver the service, is continually monitored for its value. The following initiatives are 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.

**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".**

### 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:

- **Retention Strategies:** Once selected for employment at HDH, new workers must be welcomed and encouraged to stay. HDH can deliver the services expected by our patients only by attracting and retaining employees who are truly committed to exceptional care. The following will be enhanced and/or implemented: *Orientation; Employee recognition programs* (Having made a commitment to,

and having been selected for, a career with HDH, it is important that employees are informally and formally recognized for their contributions and achievements); *Ongoing communications initiatives*; *Employees' satisfaction survey*; (To provide employees an effective way to provide feedback and stay informed.)

- **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.

**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*.

**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.

**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 a DEI (Diversity, Equality & Inclusion) culture.**

**Objectives:**

- **Adopting a broad DEI culture:** HDH aims at creating programs which recognize all aspects of diversity among its workers, and communities the hospital serves.

**Strategies:**

- **DEI partnerships:** These will include building more proactive relationships with HDH clients, key community-based groups, and professional associations to promote a diverse and inclusive workplace.
- **Diversity education:** Education will be provided to its employees on a number of different topics to provide a wide value of diversity. Diversity will be a theme in future orientation and on-going training.

- **Health Equity Committee:** The Health Equity Committee will create a culture, 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.

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 two 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	Person Responsible	Next two years target (2021 and 2023)	Outcomes	Measurements/ Indicators
<p><b>All performance reviews due within the calendar year for full time and part time employees will be completed by the end of the year.</b></p>	<p><i>Performance evaluations</i></p>	<p>Human Resources Manager</p> <p>Operational Managers</p>	<p>Annual and probationary performance appraisal process in place and working; disciplinary process (when necessary) implemented</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	Person Responsible	Next two years target / Objective	Outcomes/ Results	Measurements
<p><b>Overall how you would you rate your organization as a place to work?" Achieve rating of 85-90% for "excellent", "very good", and "good".</b></p>	<p><i>Orientation</i></p> <p><i>Talent Management Process</i></p> <p><i>Exit Interview Enhancements</i></p> <p><i>Retention Strategies</i></p> <p><i>Enhanced Learning and Development Strategy – Reviewing both Clinical and Non Clinical roles</i></p>	<p>Human Resources Manager</p>	<p><i>Develop Talent Management Process</i></p> <p><i>Enhance Orientation programs: 1) corporate 2) department;</i></p> <p><i>Create a Recognition Program (staff to staff, public to staff and management to staff)</i></p> <p>Ongoing provision of learning opportunities – <i>Create Individual Development Plans</i></p> <p>Ongoing communication initiatives leading to fair treatment of workers based on dignity, respect, open communication and loyalty</p> <p><i>Improve Exit Interview process and reporting</i></p> <p><i>Enhance Employee Wellness Program</i></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>12 workers recognized and rewarded in the program "Employee of the Month" annually</p> <p>Newsletters/Eblasts sent monthly</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>Work-Life Pulse 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>Reviewed and strengthen communication mechanisms</p> <p>The management's commitment to staff well-being, health and safety</p>

Goal #3	Critical Actions to Take/ Strategies	Person Responsible	Next two years target / Objective	Outcomes/ Results	Measurements
<p><b>Recruit and retain a diverse workforce that meets the needs of the organization</b></p>	<p><i>Recruitment of staff and Credentialed Staff</i></p> <p><i>Employee Value Proposition (EVP)</i></p>	<p>Human Resources Manager</p> <p>Management team</p>	<p>Ongoing posting of job openings on the organizational website, and on the job-search portals. Becoming a recruiter on LinkedIn</p> <p><i>Create a Referral Program</i></p> <p>Ongoing cooperation with universities and colleges to attract more new graduates than in the previous years</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	Person Responsible	Next two years target / Objective	Outcomes/ Results	Measurements
<b>Improve the volunteer program</b>	<i>Engage with high schools and youth groups to create a more inclusive and learning opportunity.</i>	Human Resources Manager  Volunteer Auxiliary	Build partnerships with local schools and youth groups.  Embrace technology to streamline scheduling.	A more robust volunteer program which is diverse and engages with different age demographics	A program that includes students and youth from the community.

Goal # 5	Critical Actions to Take/ Strategies	Person Responsible	Next two years target / Objective	Outcomes/ Results	Measurements
<b>To support a diverse workforce</b>	<i>Diversity partnerships and education</i>	Heath Equity Committee  Human Resources Manager	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 –  CCDI Rainbow Ontario  Ongoing increase of workers' awareness and value of diversity and knowledge of diversity influencing patient care	Educational sessions on impact of diversity on communication between patients and health care providers  Creating Sacred Room  Land Acknowledgement  No complaints by workers and patients on discrimination based on the prohibited grounds  No complaints on violation of the Employment Standards Act and the Human Rights Code by HDH	Work-Life Pulse Survey  Number of new stakeholders promoting diversity  Number of educational initiatives promoting diversity

## **Conclusion**

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