

# Our People Plan



# About our People Plan

The overarching goal of Sinai Health's People Plan is to affirm our commitment to investing in our people and providing a healthy work environment and culture that facilitates high-quality, safe and compassionate care.

A People Plan represents an organization's promise to all those who dedicate themselves to achieving its mission, vision and priorities, while consistently demonstrating organizational values. It articulates the commitments made by leaders to ensure that everyone is cared for and positioned for success.

Sinai Health's People Plan was created to ensure that all of our people are supported and have the strengths, capacity and resilience to do their best work, each and every day. The focus of our Plan is to enrich the work experience and enhance engagement so that we can all provide optimal care to patients and caregivers.

Our People Plan shapes how we lead, involve and develop our people, and describes how we will enable a culture and environment that is safe, equitable, compassionate and accountable. Our People Plan is an essential enabler of our strategic priorities and translates our Vision and Values into our core people processes, policies and practices.

## Who is represented by the People Plan?

At Sinai Health, we are all health-care providers. Our People Plan represents everyone in our community—employees, physicians, scientists, learners and volunteers, collectively referred to as "our people."



# Our four aims

The four aims of our People Plan reflect our focus on supporting all of our people and setting everyone up for success.



## Engage and Invest in People

Build and maintain a workforce that is confident, informed and fully committed

## Be Well and Feel Energetic

Establish an equitable workplace where respectful, healthy and energized people provide high-quality, safe and compassionate care

## Build Leadership Strengths and Management Skills

Ensure leaders consistently demonstrate our Values and are equipped and skilled to manage and lead

## Attract and Retain Top Talent

Create a unique and dynamic environment where people are motivated to do great and innovative things

# Our aims in action: What have we done so far?

Our People Plan was originally developed in 2018 to express our commitment to the employees, physicians, scientists, learners and volunteers that make up Sinai Health. Here are some of the ways that we've delivered on the Plan since the initial rollout.

## ■ Engage and Invest in People

- Improved our pre-hire onboarding program and introduced a refreshed new hire orientation program that is focused on welcoming new employees and generating energy and enthusiasm about joining Sinai Health.
- Developed and launched a new job evaluation methodology and established an equitable and competitive compensation framework for our non-union job classifications.
- Introduced a Self-Care Spending Account for our full-time and part-time non-union employees.
- Introduced "pop-up" appreciation events, providing our people with unexpected treats, just to say "thank you for all you do."

## ■ Build Leadership Strengths and Management Skills

- Launched a new Management Skills Curriculum to facilitate learning opportunities related to core leadership functions.
- Developed training to ensure that leaders understand their responsibilities under relevant employment legislation.
- Ensured that all leaders have access to diversity, equity, inclusion and anti-racism training and education.

## ■ Be Well and Feel Energetic

- Invested in our fitness centres, furnishing them with upgraded gym equipment.
- Increased our monthly activity programming to include yoga, high-intensity interval training (HIIT) classes, and movement challenges.
- Refreshed and strengthened our attendance support program and clarified procedures related to disability management, workplace accommodations and safe returns to work.
- Enhanced group benefit offerings to ensure the provisions in our programs reflect our commitment to our people's emotional well-being and psychological safety.

## ■ Attract and Retain Top Talent

- Developed and implemented new and innovative approaches to finding top talent, including focused hiring events held on-site at both of our hospitals and at university and college campuses.
- Updated our LinkedIn Career Showcase page.
- Enhanced and streamlined our Talent Acquisition service delivery model.
- Explored and established academic and community partnerships to reach broader and more diverse pools of talent.
- Refreshed our people engagement events to ensure that our annual People Appreciation BBQ, holiday celebrations and service recognition receptions are meaningful and memorable for all.





# Looking forward: Our goals and priorities



# Engage and Invest in People

Goal: Build and maintain a workforce that is confident, informed and fully committed



## ■ Priority 1

**Ensure our people feel valued and experience meaningful opportunities for recognition, contribution and growth**

### **We aim to:**

- Develop a competency model that enables leaders to demonstrate Sinai Health's Values in an environment that encourages learning, achievement and excellence
- Implement an innovative peer recognition program to acknowledge and reward actions that reflect our Values
- Provide equitable access to learning through a refreshed Employee Development Program embedded with an updated curriculum that is aligned with our Values and competencies
- Develop and implement a formal communications structure for sharing innovative opportunities for our people to collaborate on projects and initiatives that lead to excellence, in alignment with our Quality mandate
- Ensure all people feel valued for their views by expanding our appreciation for diversity of thought in decision-making
- Develop a people engagement and recognition strategy and implementation plan

## ■ Priority 2

**Inspire our people with a sense of purpose so they feel emotionally connected to what they do**

### **We aim to:**

- Continually enhance the service and care we provide by reconnecting our people to our Purpose and fostering pride in providing service excellence
- Offer programs to maintain and strengthen compassion and resilience among our people to fortify their energy and ability to provide safe, high-quality care and service
- Enhance engagement and shared Vision by ensuring multiple mechanisms are used to communicate information about the organization

## ■ Priority 3

**Strengthen every individual by setting expectations, providing role clarity and offering meaningful feedback that promotes growth, learning and development**

### **We aim to:**

- Provide clear role expectations, learning opportunities, and performance planning and development tools
- Standardize the probationary review process to ensure feedback for success is provided consistently to new employees
- Ensure that timely and meaningful performance feedback is provided consistently



## ■ Priority 4

**Establish a culture in which our people have ready access and visibility to those to whom they report**

### **We aim to:**

- Ensure managers have role clarity regarding team leadership and are effective in sharing and connecting with their teams and interprofessional colleagues
- Equip managers to engage their teams in effective decision-making and provide peer-to-peer feedback, as appropriate
- Provide managers with skills and tools to effectively share organizational information
- Provide learning opportunities to deepen proficiency in our change support approach





# Be Well and Feel Energetic

Goal: Establish an equitable workplace where respectful, healthy and energized people provide high-quality, safe and compassionate care



## ■ Priority 1

**Be a proactive leader in supporting workplace psychological well-being**

### **We aim to:**

- Lead in developing a psychologically-safe workplace community where people have the capacity and resiliency to contribute their best
- Refresh and integrate our Employee Assistance Program and offerings from the departments of Psychiatry and Spiritual Care to further support the emotional well-being of our people
- Continue to ensure that the provisions in our group benefit programs reflect our commitment to the emotional well-being and psychological safety of our people



## ■ Priority 2

### **Commit to ensuring a safe and healthy work environment**

#### **We aim to:**

- Provide operational expertise and educational leadership to maintain full occupational health and safety compliance and continuous improvement
- Develop a people wellness and retention strategy that includes enhancements to our healthy lifestyle programming
- Continue to advance our workplace violence prevention mandate through education, awareness, leadership accountability and prevention tools

## ■ Priority 3

### **Support our people during periods of work and life challenges by creating an environment that respects the needs of individuals**

#### **We aim to:**

- Provide consultative resources (internal and external) to assist leaders in successfully supporting people during times of change
- Continually demonstrate that our people, in the most challenging circumstances, are safe and supported
- Increase expectations and learning opportunities for managers and teams to demonstrate empathy and support towards their colleagues



## ■ Priority 4

**Continue to build equitable and respectful workplace environments where all people feel free from discrimination and harassment**

### **We aim to:**

- Ensure an equitable and respectful workplace through the development and implementation of targeted equity-focused initiatives
- Continue to provide education and support regarding the prevention of discrimination and harassment as well as workplace and domestic violence
- Deliver a refreshed Reconciliation, Equity, Diversity and Inclusion strategy, including focused efforts to dismantle systemic bias and racism at Sinai Health
- Take appropriate actions to support our people experiencing harassment, discrimination or violence in the workplace, including conducting investigations and interventions, as needed
- Enhance management competency through programs and development opportunities that facilitate safe, healthy, compassionate and respectful workplaces



# Build Leadership Strengths and Management Skills

Goal: Ensure leaders consistently demonstrate our Values and are equipped to manage and lead



## ■ Priority 1

**Strengthen leadership development and capacity of current and emerging leaders**

### **We aim to:**

- Identify and implement an innovative and collaborative leadership capability framework that will advance our organizational objectives
- Partner with academic providers for leadership development opportunities aligned with our identified leadership capability framework and our Values
- Create leadership succession and contingency plans
- Provide effective coaching, mentorship and sponsorship opportunities aligned with the leadership capability framework
- Effectively support leadership development to align with Academic and Professional Practice, Education, and Academic and Medical Affairs portfolios



## ■ Priority 2

**Provide core management skills development to ensure our team is equipped to manage effectively**

### **We aim to:**

- Ensure leaders understand their individual responsibilities under human rights legislation and the *Employment Standards, Occupational Health and Safety, and Accessibility for Ontarians with Disabilities Acts*
- Continue to offer Indigenous reconciliation, diversity, equity and inclusion focused education for all leaders
- Expand learning curricula in core management functions such as operations, human resources, finance and labour relations
- Refresh our manager/leader orientation, training and education programs
- Respond to the evolving learning needs of managers by creating a management community of practice to share experiences and learning

## ■ Priority 3

**Equip our leaders and managers to influence systemic and organizational change**

### **We aim to:**

- Support leaders in engaging in external leadership roles and volunteer opportunities



# Attract and Retain Top Talent

Goal: Create a unique and dynamic environment where people are motivated to do great and innovative things

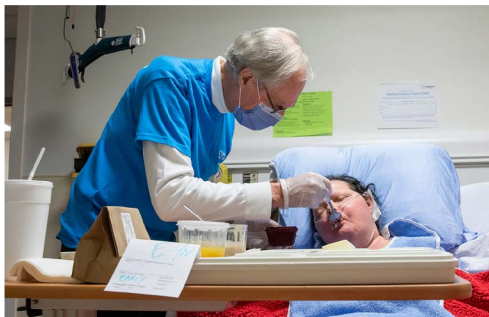


## ■ Priority 1

**Recruit and retain top talent who share our Vision and Values**

### We aim to:

- Ensure our people brand reflects our Purpose and culture and distinguishes us externally
- Find top talent by investigating new and innovative approaches for equitable and competency-based workforce planning
- Optimize opportunities for volunteers and learners to find and grow their careers in our sector
- Ensure our compensation programs are equitable and enable us to attract and retain top talent
- Implement innovative retention strategies based on the concepts included in the TAHSN Nursing Retention Toolkit



## ■ Priority 2

### **Position people for growth, advancement and new opportunities**

#### **We aim to:**

- Ensure our selection processes underscore our commitment to safe, equitable, high-quality service and compassionate care
- Strengthen our people planning processes to ensure we prepare people for growth, advancement and new opportunities
- Enrich our selection processes using best practices to ensure assessment and tracking tools are reflective of our organizational Values and competencies

## ■ Priority 3

### **Ensure our people reflect the diversity of the communities we serve**

#### **We aim to:**

- Utilize data, research, lived experience and professional expertise to develop meaningful initiatives focused on increasing diversity at all levels of the organization
- Refresh and expand manager learning regarding equitable hiring practices
- Explore reciprocal partnership opportunities with community groups to foster exchange and learning to bolster the diversity of our people
- Ensure our leadership is reflective of the communities we serve

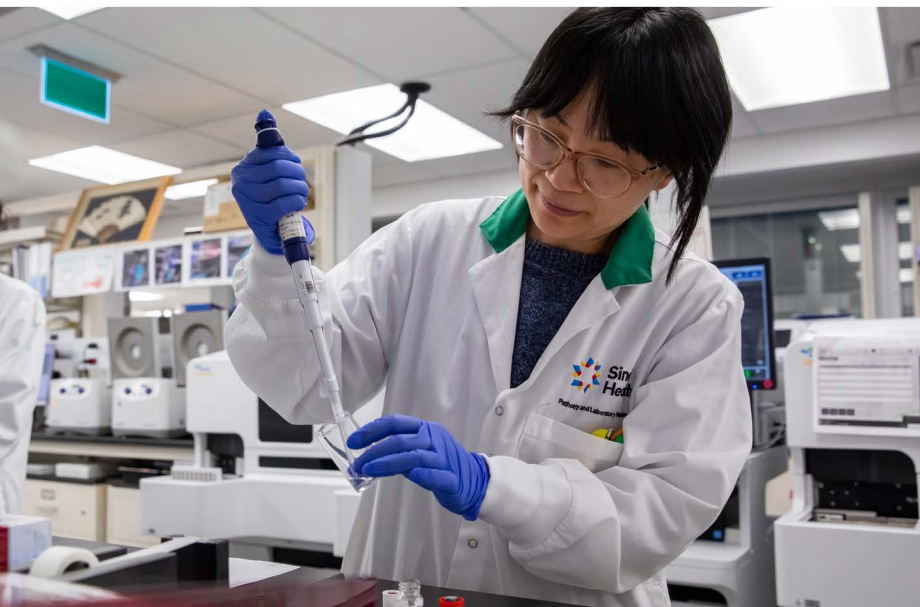


## ■ Priority 4

### Prepare for new and expanded hospital innovations and operations

#### We aim to:

- Support people practices related to major organizational initiatives
- Develop a succinct inventory of all expected people impacts to enable accurate analysis and facilitation of planning for each functional area
- Support people practices related to clinical innovations and funding opportunities
- Provide support for new and expanded programs and services





# Acknowledgement

This People Plan is dedicated to everyone at Sinai Health—our employees, physicians, scientists, learners and volunteers. It reflects our commitment to caring for those who, in turn, provide high-quality, safe and compassionate care and service.

We hope the Plan continues to resonate as we celebrate the realization of our established priorities and plan for the achievement of our refreshed goals and objectives.

Sinai Health’s People Plan is rooted in our purpose—we *care, create possibilities and offer hope*—and aligned with our Values.

## Service



## Humanity



## Inclusivity



## Discovery