



Here for You When You Need Us

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# Health Human Resources Plan

2020-2024

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# 1) Health Human Resources Plan Overview

This is the 6th edition of the St. Joseph's Care Group (SJCG) Health Human Resources Plan (HHRP). The HHRP focuses on "our people" as a strategic enabler; core to the operation of SJCG and critical to our organization's success. A broad range of activities are identified to foster quality improvement, support a healthy work environment, and address organizational development needs for SJCG.

SJCG's Leadership Team and the Board of Directors are committed to ensuring our people have the tools, skills and supports they need to provide the type of care expected of us and, in particular, protecting our most valuable asset; our culture of caring. The definition of "our people" includes all of our leaders, physicians, staff, volunteers, and learners. The HHRP is guided by the Accreditation Canada standards and an environmental scan that assesses internal and external factors influencing our ability to be an employer of choice through our efforts to demonstrate caring for the health, well-being, and development of our people.

With that in mind, the focus of the HHRP will be on the following priorities over the next four years:

- Attract, retain, and engage our people;
- Support and enable safety, health, and wellbeing of our staff and volunteers;
- Build leadership and management capacity;
- Enhance quality of work/life and the employee experience; and,
- Create a culture of inclusivity and respect for the diverse populations we serve.
- Build retention and recruitment of Indigenous professionals, in accordance with the Truth and Reconciliation Commission call to action #23

Current and future challenges and opportunities for SJCG have also shaped the HHRP objectives, including:

- Ongoing shortages of health human resources, recognizing First Nation, Inuit and Métis are the fastest growing populations;
- Increasing competition for healthcare professionals;
- Attracting and supporting the growing number of new immigrants to Canada;
- Increasing organizational agility and resilience;
- Utilizing technology to enhance human resource systems and processes; and,
- Maintaining our values-based culture of care.

## 1.1) Statement of Purpose

To advance the achievement of the Mission and Vision of SJCG by providing leading services guided by Catholic Social Teachings and grounded in the SJCG Values of Care, Compassion & Commitment and the corporate principles of Quality & Safety, Collaboration, Innovation & Accountability.

## 1.2) Catholic Social Teachings

*Working Together: A Core Document for Sponsorship and Governance in Catholic Institutions* provides:

The social teachings of the Church is an essential part of the Catholic tradition. These teachings emphasize a commitment to justice, dignity, reverence for life, and the common good of all people. Resources need to be equitably allocated for internal needs, human growth and development, and community benefit. The stewardship of resources, reasonable use of technology, and values-based employee relations will reflect an appreciation for, and practice of Catholic social teachings.

## 1.3) Mission & Vision

**Mission:** St. Joseph's Care Group is a Catholic organization that identifies and responds to the unmet needs of the people of Northwestern Ontario, as a way of continuing the healing mission of Jesus in the tradition of the Sisters of St. Joseph of Sault Ste. Marie

**Vision:** SJCG will be a leader in client-centred care.

## 1.4) Guiding Principles

In support of fulfilling SJCG 's Mission, Vision and Values, the work undertaken by this plan is guided by the following principles:

1. People Focused: We will deliver responsive, reliable, and people-focused service.
2. Integrity: We will be accountable to our people, grounded by respect, ethics, and honesty.
3. Competency: We will provide informed, timely, and effective support.
4. Safety & Wellness: We will support the organizational focus of a safe and healthy workforce.
5. Quality: We will foster a culture of excellence.
6. Development: We will encourage learning and career development for our people.
7. Leadership: We will engage others and develop coalitions in working collaboratively toward achieving results.
8. Cultural Safety and Humility: The objectives of this plan will be aligned with and supportive of building health equity for Indigenous People, as detailed in the Walking with Humility Plan.
9. Equity and Inclusion: We will lead by example and advocate for transparency, equity, and inclusion in our policies, practices, and programming.
10. Evidence-informed: Leading evidence and established best practices will form the foundation of the work we do.

## 1.5) Human Resources Quality Committee (HRQC)

Critical to our success, our staff, volunteers, and client/family members support the organization in achieving its strategic priorities. To strive toward SJCG being recognized as an employer of choice, the HRQC provides oversight through planning, problem solving, evaluation, risk management and quality improvement activities. It strives to promote: a healthy and safe work environment; work-life balance; investment in its people; and, succession planning. Leveraging evidence-informed decision-making, adopting leading practices, creating measurable outcomes, and aligning policies and procedures aid HRQC in driving its mandate forward. The HRQC Terms of Reference is attached as Appendix A.

The HRQC regularly reviews the HHRP goal achievement, associated policies and procedures, and indicator reports provided through the Corporate Quality & Safety Scorecard, attached as Appendix B. Moreover, the HRQC reviews the HHRP with the perspective of reflecting the current and future needs of the stakeholders it serves.

## 2) Health Human Resources Action Plan

The HHRP focuses on services and initiatives that enable the achievement of the strategic priorities of the organization. Strategic enablers reflect functions that are core to the operations of SJCG and critical to supporting the organization's success.

### 2.1) Here for our Clients

Strategic Goal: Ensure clients receive safe and culturally sensitive care	HHRP GOAL	Action(s)	Expected Outcomes	Lead(s)	Implementation
Develop and implement multiyear divisional work plans to achieve the recommendations of SJCG's <i>Walking With Humility</i> Report.	Develop a multi-level development program that supports the Walking with Humility Report recommendations.	<ul style="list-style-type: none"> <li>Support ongoing learning opportunities (i.e. San'yas cultural safety, Indigenous leadership training, etc.)</li> <li>Review recruitment, onboarding, and orientation processes from an Indigenous lens</li> </ul>	<ul style="list-style-type: none"> <li>Training offered on regular basis. Expanded knowledge and understanding of Indigenous culture</li> <li>Identification of opportunities to create inclusive recruitment process</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Learning and Indigenous Health</li> <li>Organizational and People Development (OPD) &amp; Indigenous Health</li> </ul>	<ul style="list-style-type: none"> <li>September 2021</li> <li>June 2022</li> </ul>

		<ul style="list-style-type: none"> <li>Align qualifications of positions of staff who work primarily with Indigenous client populations with needs</li> <li>Expand access to Indigenous resources, books, journals and videos</li> <li>Expand awareness of resource for staff for consistent and appropriate Land Acknowledgement</li> <li>Develop internal capacity, structures and resources to address Indigenous-specific racism and discrimination</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of Indigenous-focused positions to meet client and family needs</li> <li>Increased Indigenous resources available to disseminate knowledge and cultural awareness</li> <li>Accessible Land Acknowledgment available for all staff with resources supporting appropriate use</li> <li>Increased integration of cultural safety into existing systems (e.g. performance evaluations, orientation)</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Health</li> <li>Library Services and Indigenous Health</li> <li>Indigenous Health</li> <li>Indigenous Health</li> </ul>	<ul style="list-style-type: none"> <li>October 2021</li> <li>January 2022</li> <li>March 2022</li> <li>March 2023</li> </ul>
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<b>Strategic Goal:</b> Engage clients and their families in their care and in organizational planning	<b>HHRP GOAL</b>	<b>Action(s)</b>	<b>Expected Outcomes</b>	<b>Lead(s)</b>	<b>Implementation</b>
Increase the number of Client and Family Partners involved in initiatives	Increase opportunities for Client & Family Partners to provide input	<ul style="list-style-type: none"> <li>Recruit a Client and Family Partner to join the Human Resources Quality Committee</li> </ul>	<ul style="list-style-type: none"> <li>Client and Family partner perspectives and input into HRQC policies, practices and programs</li> </ul>	<ul style="list-style-type: none"> <li>VP, People, Mission &amp; Values (PMV)</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2022</li> </ul>
<b>2.2) Here for our People</b>					
<b>Strategic Goal:</b> Enhance Quality of Work life	<b>HHRP GOAL</b>	<b>Action(s)</b>	<b>Expected Outcomes</b>	<b>Lead(s)</b>	<b>Implementation</b>
Actively involve staff and physicians in implementation of quality improvements and best practices	Create an environment to support a successful learner experience	<ul style="list-style-type: none"> <li>Continue to build collaborative relationships with educational institutions</li> <li>Continue to survey learners and present results annually to Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>Established committees with the scope to collaborate and align needs</li> <li>Trends in feedback provided to Leadership for review and feedback for improved student experience</li> </ul>	<ul style="list-style-type: none"> <li>OPD, Corporate Learning, Collaborative Practice</li> <li>OPD and Collaborative Practice</li> </ul>	<ul style="list-style-type: none"> <li>April 2020</li> <li>September 2021</li> </ul>



Grow leadership capacity throughout the organization	Leverage the LEADS framework to support leaders and plan for meeting future organizational needs	<ul style="list-style-type: none"> <li>• Support the development of current and future leaders through the LEADS the Way program</li> <li>• Provide the LEADS the Way Lite program for front line staff</li> <li>• Incorporate LEADS framework into existing practices including job descriptions, performance management, recruitment, interview and selection processes</li> <li>• Explore a Coaching program for leaders</li> <li>• Assess barriers and promote opportunities for expanded Indigenous leadership</li> </ul>	<ul style="list-style-type: none"> <li>• All leaders trained through LEADS the Way. Offering to informal leaders</li> <li>• Program development, offering, and uptake.</li> <li>• Embed LEADS language into HR practices to reinforce expected skills and behavior</li> <li>• Initial cohort complete program. Proposal for SJCG adoption</li> <li>• Increased cultural awareness and Indigenous representation in formal leadership roles</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Learning</li> <li>• Corporate Learning</li> <li>• Recruitment &amp; Retention</li> <li>• Corporate Learning</li> <li>• Corporate Learning &amp; Indigenous Health</li> </ul>	<ul style="list-style-type: none"> <li>• March 2020</li> <li>• October 2021</li> <li>• November 2022</li> <li>• October 2021</li> <li>• September 2022</li> </ul>
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		<ul style="list-style-type: none"> <li>• Review, evaluate and revise the multi-session Management Training Program</li> <li>• Explore implementation of The Working Mind program</li> </ul>	<ul style="list-style-type: none"> <li>• SJCG management skill development in-line with current needs</li> <li>• Propose programming to support mental health and reduce stigma</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Learning</li> <li>• Occ. Health Safety and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• February 2022</li> <li>• March 2022</li> </ul>
Encourage the development of employees, physicians and volunteers through ongoing feedback and recognition.	Demonstrate the value of our people through recognition.	<ul style="list-style-type: none"> <li>• Engage staff and volunteers in determining recognition needs; informing expanded opportunities</li> <li>• Quarterly reporting of performance management review status to Management Team</li> <li>• Propose probationary review process</li> </ul>	<ul style="list-style-type: none"> <li>• Realigned recognition program, meeting the needs of stakeholders</li> <li>• Management informed of progress and improved completion rates</li> <li>• Structured process to review performance of new staff</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment &amp; Retention, Volunteer Services</li> <li>• OPD</li> <li>• OPD &amp; Employee Relations</li> </ul>	<ul style="list-style-type: none"> <li>• April 2022</li> <li>• September 2021</li> <li>• September 2022</li> </ul>

		<ul style="list-style-type: none"> <li>Explore the implementation of department Wisdom Boards</li> </ul>	<ul style="list-style-type: none"> <li>Improved real-time recognition at front-line</li> </ul>	<ul style="list-style-type: none"> <li>Occ. Health, Safety &amp; Wellness</li> </ul>	<ul style="list-style-type: none"> <li>June 2023</li> </ul>
	Equip staff, physicians, and volunteers with the knowledge, skills and tools to do their job.	<ul style="list-style-type: none"> <li>Conduct employee, physician, and volunteer experience surveys and disseminate results biennially to inform action planning</li> <li>Review the Client Safety reporting system for opportunities to better align with Client reporting</li> </ul>	<ul style="list-style-type: none"> <li>Diagnosed current state, staff led action plans to improve employment experience, increased survey results.</li> <li>Streamlined and correlated data</li> </ul>	<ul style="list-style-type: none"> <li>OPD and CAHR</li> <li>Communications &amp; Collaborative Practice</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2021</li> <li>June 2024</li> </ul>
	Align recruitment with SJCG's staffing needs.	<ul style="list-style-type: none"> <li>Develop workforce planning framework to forecast health human resource needs</li> <li>Develop targeted recruitment strategies to areas of highest need</li> </ul>	<ul style="list-style-type: none"> <li>Analytics to identify recruitment needs and inform mitigation strategies</li> <li>Reduced number of vacant positions</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment &amp; Retention, Planning and Performance</li> <li>Recruitment &amp; Retention</li> </ul>	<ul style="list-style-type: none"> <li>Feb 2022</li> <li>June 2021</li> </ul>

		<ul style="list-style-type: none"> <li>• Expand marketing, branding and social media presence</li> <li>• Explore development of vacancy management process</li> <li>• Develop and implement stay surveys &amp; disseminate results to inform action planning</li> <li>• Complete non-union job evaluation review process</li> <li>• Develop and distribute total compensation statements &amp; recruitment/promotional material</li> </ul>	<ul style="list-style-type: none"> <li>• Improved exposure of career postings. Increased applicant pools.</li> <li>• Proposed system to corporately track staff vacancy rates</li> <li>• Identifies successes and challenges during the first few months of employment</li> <li>• All non-union jobs evaluated</li> <li>• Staff awareness of total compensation and employer contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment &amp; Retention</li> <li>• Recruitment &amp; Retention</li> <li>• Recruitment &amp; Retention</li> <li>• Employee Relations</li> <li>• Employee Relations &amp; Recruitment &amp; Retention</li> </ul>	<ul style="list-style-type: none"> <li>• March 2022</li> <li>• June 2022</li> <li>• July 2022</li> <li>• April 2022</li> <li>• February 2023</li> </ul>
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Keep staff, physicians and volunteers safe and well at work	Equip staff, physicians, and volunteers with the knowledge, skills and tools to do their job.	<ul style="list-style-type: none"> <li>• Conduct employee, physician, and volunteer experience surveys and disseminate results biennially to inform action planning</li> <li>• Develop and implement a multi-year Wellness Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Diagnosed current state, staff led action plans to improve employment experience, increased survey results each cycle.</li> <li>• Improved staff health and wellness</li> </ul>	<ul style="list-style-type: none"> <li>• OPD and CAHR</li> <li>• Occ. Health, Safety and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Sept 2021</li> <li>• Dec 2022</li> </ul>
Provide education and training to reduce incidence of workplace violence	Continue to support a workplace environment that promotes a safety-minded culture that is proactive and transparent	<ul style="list-style-type: none"> <li>• Based upon workplace incident reporting system and the Quarterly Safety and Risk Report as a gauge to identify risks and implement mitigation strategies</li> <li>• Provide education and training to reduce the incidence of workplace violence</li> </ul>	<ul style="list-style-type: none"> <li>• Mitigation plans put in place where risk trends are identified</li> <li>• Formal training offered to all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Occ. Health, Safety and Wellness</li> <li>• Corporate Learning</li> </ul>	<ul style="list-style-type: none"> <li>• April 2020</li> <li>• April 2020</li> </ul>

		<ul style="list-style-type: none"> <li>• Conduct workplace violence risk assessments as required</li> <li>• Engage workers in safety initiatives through the Joint Occupational Health and Safety Committees</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct assessments as scheduled, assess results, make improvements as needed</li> <li>• Use JOHSCs to review safety programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Occ. Health, Safety and Wellness</li> <li>• Occ. Health, Safety and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• April 2020</li> <li>• April 2020</li> </ul>
<b>Strategic Goal:</b> Promote a Culture of Diversity and Inclusion	<b>HHRP GOAL</b>	<b>Action(s)</b>	<b>Expected Outcomes</b>	<b>Lead(s)</b>	<b>Implementation</b>
Support staff, physicians and volunteers to work in the spirit of reconciliation and uphold the rights of Indigenous peoples	Continue to develop a workplace environment that promotes and supports diversity and inclusion by addressing systemic barriers to equity and inclusion	<ul style="list-style-type: none"> <li>• Review policies and procedures from an Indigenous lens</li> <li>• Develop and implement of a voluntary Self-ID for Indigenous employment applicants, staff, and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation occurs with Indigenous Health as policies are renewed</li> <li>• Self-ID implemented for staff and applicants</li> </ul>	<ul style="list-style-type: none"> <li>• PMV Teams</li> <li>• OPD and Indigenous Health</li> </ul>	<ul style="list-style-type: none"> <li>• January 2022</li> <li>• June 2022</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop and implement a voluntary Self-ID for Indigenous Clients</li> <li>• Continue to implement and maintain SJCG's Accessibility Plan</li> <li>• Develop internal capacity of immigration expertise and practices</li> <li>• Develop and propose plan for an Equity, Diversity and Inclusion strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Self-ID implemented for staff and applicants</li> <li>• SJCG in compliance with AODA and Accessibility Plan goals</li> <li>• Expanded knowledge of immigration employment practices</li> <li>• Plan for EDI strategy proposed for approval</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Health</li> <li>• Accessibility Committee</li> <li>• Human Resources</li> <li>• People, Mission and Values</li> </ul>	<ul style="list-style-type: none"> <li>• November 2021</li> <li>• April 2020</li> <li>• November 2020</li> <li>• January 2023</li> </ul>
Provide staff, physicians and volunteers with opportunities to celebrate inclusion for all	Continue recruitment efforts to recruit qualified candidates fluent in both English and French for designated or	<ul style="list-style-type: none"> <li>• Advertisements for designated positions are published in both English and French</li> </ul>	<ul style="list-style-type: none"> <li>• Bilingual postings available</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment &amp; Retention</li> </ul>	<ul style="list-style-type: none"> <li>• March 2022</li> </ul>

	proposed designated positions	<ul style="list-style-type: none"> <li>• Explore giving preference to individuals who are fully qualified and proficient in both official languages, where feasible</li> <li>• Continue to identify French speaking individuals at point of hire and provide options to enhance language skills</li> </ul>	<ul style="list-style-type: none"> <li>• Proposed job posting threshold for bilingual applicants</li> <li>• Candidate identification and testing provided as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment &amp; Retention</li> <li>• Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>• October 2022</li> <li>• April 2020</li> </ul>
	Targeted recruitment for French speaking volunteers	<ul style="list-style-type: none"> <li>• Include need for French speaking volunteers in promotional ads</li> <li>• Include a bilingual application form</li> <li>• Embed Active Offer training in VS orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of preference for French speaking volunteers</li> <li>• Development and launch of application form</li> <li>• Active Offer provided to all new volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer Services</li> <li>• Volunteer Services</li> <li>• Volunteer Services</li> </ul>	<ul style="list-style-type: none"> <li>• April 2020</li> <li>• April 2020</li> <li>• April 2020</li> </ul>



### 2.3) Here for our Partners

Strategic Goal: Be a collaborative partner leading change in our healthcare environment	HHRP GOAL	Action(s)	Expected Outcomes	Lead(s)	Implementation
Actively participate in processes and structures to support health system transformation	Support the adoption of care and services based on evidence-informed practice and research	<ul style="list-style-type: none"> <li>• Foster partnerships between the academic and clinical practice settings</li> <li>• Provide dynamic customer-oriented library services and resources that support an evidence-informed culture</li> <li>• Actively participate in the Regional Health Human Resources Committee work</li> <li>• Expand provision of OCAP training to full Research Ethics Board</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded research partnerships</li> <li>• Surveyed clients and feedback used to adapt services</li> <li>• Participate in committee work and resulting strategies</li> <li>• All Research Ethics Board members trained in OCAP</li> </ul>	<ul style="list-style-type: none"> <li>• CAHR</li> <li>• Library Services</li> <li>• Collaborative Practice and VP, PMV</li> <li>• Research Ethics Board</li> </ul>	<ul style="list-style-type: none"> <li>• April 2020</li> <li>• April 2020</li> <li>• October 2021</li> <li>• March 2022</li> </ul>

	Be a committed and engaged community partner	<ul style="list-style-type: none"> <li>• Support the region and our various healthcare and community partners through collaborative actions when possible</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in regional and local working groups and committees</li> </ul>	<ul style="list-style-type: none"> <li>• All teams</li> </ul>	<ul style="list-style-type: none"> <li>• April 2020</li> </ul>
<b>2.4) Here for our Future</b>					
<b>Strategic Goal:</b> Maintain financial sustainability	<b>HHRP GOAL</b>	<b>Action(s)</b>	<b>Expected Outcomes</b>	<b>Lead(s)</b>	<b>Implementation</b>
Demonstrate organizational and departmental efficiency and effectiveness	Identify, monitor, and evaluate process improvement changes	<ul style="list-style-type: none"> <li>• Utilize technology to enhance support to staff, volunteers, and learners</li> <li>• Continue to benchmark meaningful portfolio metrics to measure outcomes</li> <li>• Enhance use of Virtuo systems for efficiencies</li> <li>• Implementation of Parklane module Simon</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded HR services through virtual platforms</li> <li>• Areas of improvement or opportunity identified</li> <li>• Identification of opportunities for advancement</li> <li>• Simon implemented</li> </ul>	<ul style="list-style-type: none"> <li>• All teams</li> <li>• All teams</li> <li>• Human Resources</li> <li>• Occ. Health, Safety &amp; Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• May 2021</li> <li>• April 2020</li> <li>• July 2021</li> <li>• October 2021</li> </ul>

		<ul style="list-style-type: none"> <li>• Review of benefit structure and future consortium possibilities</li> <li>• Explore implementation of HR Service Management Tool</li> </ul>	<ul style="list-style-type: none"> <li>• Proposal based on OHA and internal assessment</li> <li>• Determine benefits and viability of Service Management Tool</li> </ul>	<ul style="list-style-type: none"> <li>• Employee Relations</li> <li>• Employee Relations</li> </ul>	<ul style="list-style-type: none"> <li>• March 2022</li> <li>• November 2021</li> </ul>
<b>Strategic Goal:</b> Proactively plan for health system changes	<b>HHRP GOAL</b>	<b>Action(s)</b>	<b>Expected Outcomes</b>	<b>Lead(s)</b>	<b>Implementation</b>
Develop Health Human Resources Plan	Develop Health Human Resources Plan	<ul style="list-style-type: none"> <li>• Develop, propose, and lead implementation of a multi-year Health Human Resources Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>• VP, PMV</li> </ul>	<ul style="list-style-type: none"> <li>• April 2022</li> </ul>

### 3) Contributing Services

#### Behavioural Sciences Centre

As an arms-length department of the SJCG, the Behavioural Sciences Centre (BSC) works with clients in Thunder Bay and across Northwestern Ontario, including SJCG staff, in two distinct areas: counselling and assessments.

Through our Employee and Family Assistance Program, BSC provides Counselling Services, helping eligible employees find that important work/life balance. BSC is truly local, travelling throughout Northwestern Ontario on a scheduled basis to meet clients face-to-face outside of Thunder Bay. BSC is also on-call for Critical Incident Stress Debriefing (CISD). Good decision-making requires reliable Assessment Services. BSC provides individuals and organizations with impartial, accurate reporting for assessments including medical, functional, and psychological assessments.

#### Collaborative Practice

The Collaborative Practice team aims to enhance the capacity of our clinical teams to achieve excellence and efficiency in service performance, in alignment with SJCG's mission, vision and values, and strategic priorities. The team works in collaboration with the managers, program and service teams, physicians and staff members to coordinate and implement initiatives related to professional practice, quality improvement, client safety and risk. Our goal is to support corporate and program/department needs, while ensuring the ongoing development of a just and client centred culture and continuous performance improvement.

Collaborative Practice includes the following areas of service and support: Professional Practice, Clinical Innovation & Client Safety, and Infection Prevention & Control.

St. Joseph's Care Group is designated as a Best Practice Spotlight Organization committed to building an evidence-based practice culture across the organization. The Registered Nurses Association of Ontario (RNAO) Best Practice Guidelines (BPG's) are designed to implement using an inter-professional approach and are chosen in alignment with the priorities identified in SJCG Nursing Strategy.

### **Client Safety**

SJCG has established a Client Safety Program to mitigate client safety risk, based on the prevention of failures and harm to its clients, and the provision of safe quality care. SJCG has identified client safety as a priority within its strategic plan. The program is monitored and updated annually and a Client Safety Plan is established which identifies efforts underway to continually improve client safety. Client Safety Incidents submitted by staff to the Incident Learning System are reviewed through the SJCG Quality, Safety and Risk Committee Structure, and recommendations for improvement where possible are made.

### **Clinical Learning & Practice**

Clinical Learning & Practice Coordinators (Clinical Educators) provide mentorship, education, professional and skill development, supporting clinical staff to implement best practices in client centred care. Clinical policies, procedure, toolkits and medical directives are developed and implemented in collaboration with the clinical teams and approved through SJCG Quality, Safety and Risk structure.

### **Infection Prevention & Control**

The Infection Prevention & Control (IPAC) Program at SJCG utilizes evidence-based practices and procedures in keeping our clients/residents, staff, and visitors safe with surveillance for infectious diseases, leading a hand hygiene program, conducting education, communicating and monitoring outbreaks, and the development and implementation of SJCG Pandemic Plan. We strive to prevent and reduce the spread of infections between health care workers, clients/residents, and visitors, while maintaining a focus on providing our clients/residents with the highest standard of care.

## Professional Practice

Professional Practice at SJCG is supported by the expertise and leadership of the Professional Practice Leaders, Quality Practice Councils, Professional Advisory Council, and the larger SJCG Quality, Safety, & Risk Structure. These forums and resources support SJCG to provide accountable professional practice in quality practice environments, facilitate client and family centered care, foster collaborative team relationships, support research, and evidence-based practice.

## SJCG Nursing Strategy

The SJCG's Nursing Strategy "Leading Quality Care" supports the organization's strategic priorities by building capacity in nursing, thus supporting our people and our clients. The pillars of the strategy are: Leadership, Healthy Work Environment, Quality & Best Practice, and Role Clarity & Scope of Practice.

## Employee Relations, Safety and Wellness

### Employee Relations

Provides services to our staff and partners in collective bargaining, pay equity maintenance, job evaluation, attendance support, grievance/arbitration process, compensation and benefits administration, and performance management. The Employee Relations team manages 12 collective agreements covering all SJCG sites and services. Our team works with staff and partners to establish and maintaining positive, mutually respectful relationships with our bargaining partners, as well as promoting a just culture. We work collaboratively with all levels of leadership, staff and unions to nurture positive environments where we all can thrive.

## Occupational Health, Safety and Wellness

The Occupational Health, Safety and Wellness (OHSW) team is accountable and responsible for the management, development and implementation of the OHSW Program for all employees, students and volunteers. The fundamental principles of SJCG OHSW policies and procedures are guided by the Occupational Health and Safety Act and other relevant legislation and directives. The OHSW team works with managers, employees and various committees with a focus on employee wellness, injury and illness prevention, prevention of workplace violence and harassment, and emergency preparedness. We support a collaborative, strategic and comprehensive approach to providing physical, cultural, psychosocial and work/design conditions that maximize the health and well-being of healthcare providers.

## N'doo'owe Binesi - Indigenous Health

N'doo'owe Binesi (Healing Thunderbird) is SJCG's new and developing Indigenous Health department. Guided by the Director of Indigenous Relations, and reporting jointly to the President & Chief Executive Officer and Vice-President, People, Mission & Values, the department is also supported by an Elders Advisory Council.

*Wiidosem Dabasendizowin Walking with Humility: A Plan to Develop Relationships and Practices with Indigenous Peoples* provides a framework with the goal to improve the health outcomes for Indigenous clients within SJCG. The Indigenous Health Team (IHT), Traditional Healing Program (THP) that includes community Elders and Knowledge Keepers will ensure Indigenous clients receive culturally appropriate and safe care using Indigenous Pathways to healing rooted in Anishnawbe culture, values and traditions.

The department will play a key role across the organization with various education initiatives focusing on the impacts of colonialism on Indigenous communities, trauma informed (Indigenous -focused), Indigenous-specific systemic racism training, and increasing the understanding of Indigenous knowledge.

The department works to leverage partnerships with internal departments and external partners to enhance capacity to advance opportunities in community relations. Other areas of focus include advancing Indigenous Health research; improve policy, procedures, and enhancing internal and external communications related to Indigenous initiatives.

## Organizational and People Development

### Centre for Applied Health Research

The Centre for Applied Health Research (CAHR) conducts high quality research, engages in knowledge translation, and supports SJCG in the creation of new knowledge relevant to Rehabilitative Care, Seniors' Health, and Addictions & Mental Health. The specific objectives of the CAHR are to create new knowledge relevant to the organization, adopt strategies to enhance knowledge translation activities, support the development of research capacity within the organization, and contribute expertise to facilitate evaluation activities. Since 2006, the CAHR has hosted the annual Showcase for Health Research, which has become the premier annual event for the dissemination of research relevant to the health of Northwestern Ontarians.

### Corporate Learning

Corporate Learning offers a comprehensive range of training and education opportunities in traditional classroom settings, clinical units, and through e-learning using Dual Code, a computerized learning management system. The team supports all divisions of SJCG and serves as a resource for planning education and professional development.

Corporate Learning coordinates and facilitates new employee orientation, student orientation, core mandatory education, and hosts special welcome and recruitment events. The team supports telemedicine events (administrative, educational and clinical), leadership development initiatives, Indigenous health education, mandatory Long-Term Care orientation, and customized education projects. The coordination of the



Management Training Program and the administration of both the Central Education Fund and the learning management system are also the responsibility of Corporate Learning.

### **Leadership Development**

We provide professional development opportunities and support for staff throughout the organization to build leadership capacity and capabilities. SJCG's LEADS the Way program is based on the LEADS in a Caring Environment Framework and supports leadership development through theory, training, and experiential learning. A Community of Practice provides ongoing opportunities for growth and development and continued support to those participating in, or who have completed, leadership programming. LEADS the Way Lite is designed for the front-line leader and provides opportunities for personal and professional development, building leadership capacity and gaining skills in self-awareness, influencing and inspiring others, and championing innovation and change.

### **Learner Placements**

Learner placements provide an opportunity for learners to gain comprehensive practical training in preparation for careers in health care. SJCG works collaboratively with numerous public and private educational institutions to facilitate learner placement opportunities. Supporting both medical and student learners, SJCG places approximately 1000 students annually, offering experiential opportunities for medical residents, personal support workers, registered nurses, practical nurses, dieticians, physiotherapists, among other healthcare professions. Ensuring students have a superior learning experience is vital to fostering strong health human resources in our community to recruit upon graduation.

### **Library Services**

The Library supports an extensive suite of electronic resources including point-of-care and knowledge-translation tools, research databases, ejournals and ebooks, and an online catalogue accessible from anywhere there is an internet connection. SJCG staff also have access to print journals, an extensive collection of books specialized to all SJCG service areas, and selected audiovisual materials. Clients, consumers and families are also welcome to use the Library during staffed hours.

## Recruitment and Retention

Our services combine administrative personnel functions with performance management, employee engagement and resource planning. It is our responsibility to conduct these activities in an effective, efficient, legal, fair, and consistent manner.

The Recruitment and Retention team plans, coordinates, implements, and supports our diverse employee population through recruitment and onboarding, employee engagement strategies, workforce planning, performance evaluations, employee recognition offerings, and compensation and staffing related needs.

## Research Services

The administrative pathway for research teams to conduct projects within SJCG, most notably through the support given to the Research Ethics Board. Embracing the strategic plan's corporate principles of collaboration and innovation, Research Services oversees: all work of the research ethics board; the Conference Presentation Travel Award; provides guidance and support for the administration of grants/contracts including data sharing agreements; and facilitates the SJCG Award in Applied Health Research available to Lakehead University graduate students.

## Volunteer Services

SJCG is committed to involving volunteers, including client and family partners, in supporting our mission, vision and core values. Staff in Volunteer Services work with employees at all sites to identify and plan for meaningful ways to involve volunteers as well as secondary school co-operative education students. Services include recruiting, screening, orienting, placing, training, supporting, and retaining volunteers. Expanding the reach and engagement of volunteering is a priority for SJCG. This has been demonstrated by including client and family partners in employee selection committees and corporate quality committees. Recruitment efforts focus on highlighting and attracting the diverse skills we are seeking for new and emerging volunteer roles.

## Appendix A: Human Resources Quality Committee – Terms of Reference

### PURPOSE

To provide a forum for collaboration, planning, problem-solving, and communication related to quality improvement p that supports the Mission, Vision and Values and strategic priorities of SJCG to enable Our People in the provision of excellence in client centred care. . The work of this committee will incorporate principles of quality, safety and risk and client-centred care in all aspects of planning and decision-making

### AREAS OF RESPONSIBILITY

1. Ensure promotion of a healthy and safe work environment and support of a positive quality of work-life.
2. Ensure the organization invests in its people and the development of competencies among its senior leaders, staff, service providers and volunteers.
3. Ensure the organization has a talent management plan that includes a succession planning framework that supports the future needs of the organization while meeting its strategic priorities.
4. Ensure the organization supports an evidence-based culture that encourages leading practices.
5. Ensure a policy review process is in place to regularly review and approve policies that are assigned to Human Resource Quality Committee.
6. Review key outcome and process indicators to ensure responsibilities are being met.
7. Review and assess current and emerging People, Mission and Values divisional risks and corporate Quality, Safety and Risk report.

### ACCOUNTABILITY and DECISION-MAKING

This committee approves all policies and procedures assigned to the Human Resource Quality Committee, except for policies involving new legislation or a significant change, which require approval by the Leadership Quality Safety and Risk Committee and/or Board of Directors.

Every effort will be made to reach decisions through consensus. If a decision cannot be reached through consensus, there shall be a requirement of a minimum of fifty (50) percent plus one (1) favourable vote of those member representatives in attendance to approve the decision.

Human Resource Quality Committee reports and provides recommendations to the Leadership Quality Safety and Risk Committee, receives and approves recommendations from sub-committees and working groups, in-line with SJCG Quality Structure (Appendix A).

## COMMITTEE MEMBERSHIP and TERM

The Human Resource Quality Committee is chaired by the Vice President, People, Mission & Values.

### Core Membership

- Vice-President, People, Mission & Values
- Director, Employee Relations, Safety & Wellness
- Director, Organizational and People Development
- Director, Collaborative Practice & Chief Nursing Executive
- Director, Planning & Performance
- Manager, Recruitment and Retention
- Manager, Corporate Learning
- Manager Occupational Health, Safety & Wellness
- Client/Family Member
- Rotating Membership (maximum 3 year term)
- Vice-President, Clinical Services
- Director, Indigenous Relations
- Management representative Rehabilitative Care
- Management representative Addictions & Mental Health
- Management representative Seniors' Health
- Management representative Non-Client Care service (one per area): Environmental Services, Finance, Informatics, Nutrition & Food Services

Note: Management representative can include director/manager/supervisor/coordinator

### Ad Hoc

Guests or subject matter experts as required, with approval of the Chair.

## MEETING FREQUENCY

Meet at least four times per year (excluding July and August)  
Terms of Reference to be reviewed at the first fall meeting each year.

## SUB-COMMITTEES

Accessibility Steering Committee

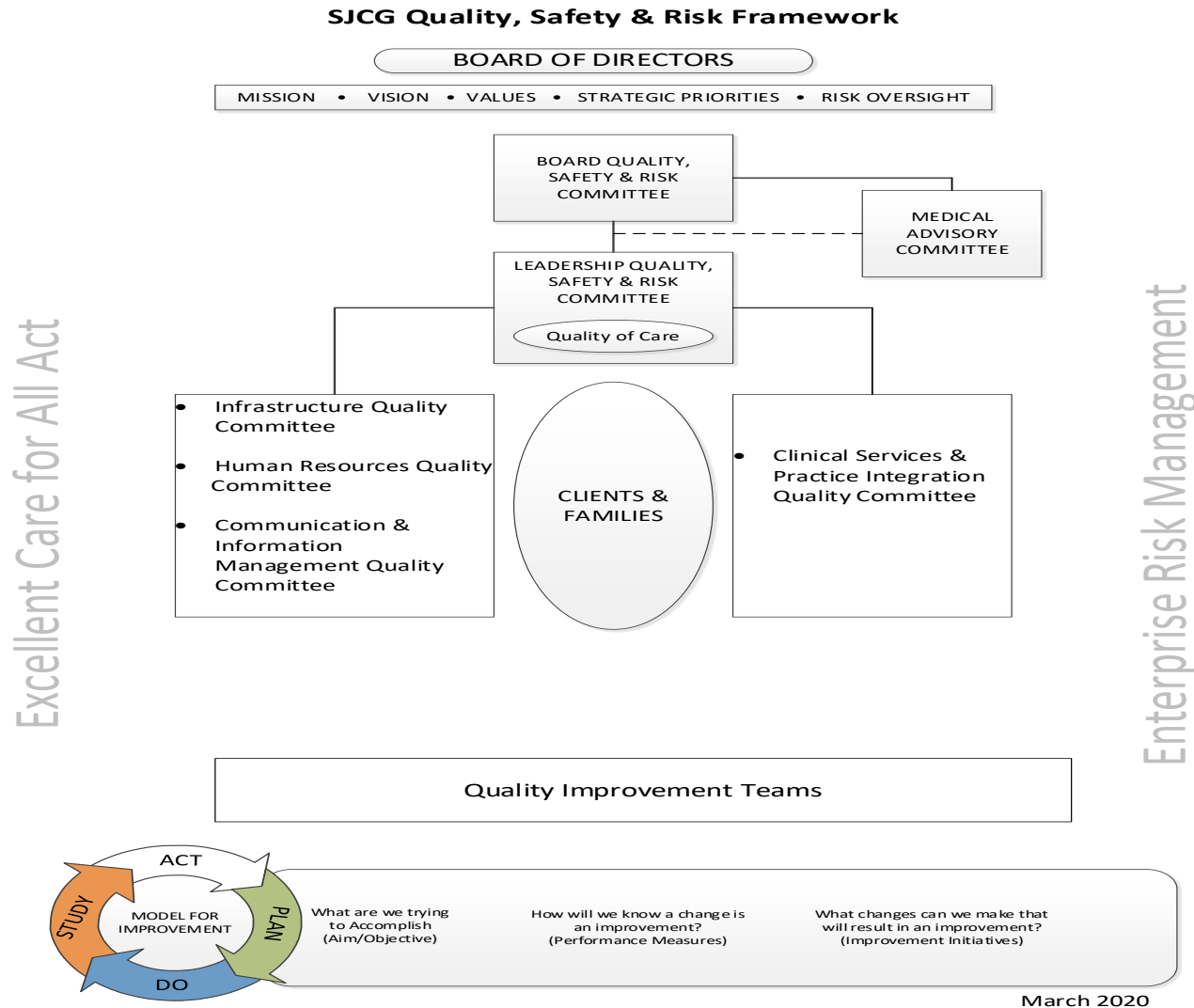
Corporate Joint Occupational Health & Safety Committee

Wellness Steering Committee

## WORKING GROUPS (time limited as required)

Quality Improvement Teams

## Appendix A: SJCG Quality Structure



## Appendix B: Corporate Quality & Safety Scorecard

**SJCG Corporate Quality & Safety Scorecard Q1 2021-22**

Strategic Direction		Indicator		Target 2021-22	Q1 June 2021	2020-21 Fiscal	2019/20 Fiscal
Here for Our Clients	QIP	How often did staff listen carefully to you? ALWAYS	Hosp	80.00		77.40	76.70
			Beth	70.00		66.70	67.70
			HRM	53.00		47.90	47.90
		Privacy Breaches - Client	SJCG	0	0	19	105
	QIP	Medication Reconciliation- Discharge %	Hosp	85.00	100	95	69
	QIP	Proportion of clients identified who have their palliative care needs assessed %	Hosp	CB	NA		
Beth			CB	84.60			
HRM			CB	23.00			
Here for Our Future		CMI Hospital Complex Care (RUGS 44)	Hosp	1.140	1.114	1.144	1.143
			Beth	1.150	1.128	1.156	1.069
		CMI Long Term Care (RUGS 34)	HRM	1.200	1.180	1.191	1.201
			Hosp	1.24	1.230	1.230	1.238
		CMI Mental Health (SCIPP)	Hosp	742	158	642	742
		Rehabilitation Weighted Cases	SJCG	0.88	0.93	0.99	0.90
		Finance Current Ratio	SJCG	0.90	-2.35	3.89	2.05
Here for Our Partners	QIP	Potentially Avoidable ED visits	Beth	13.70	NA	18.60	18.00
			HRM	12.00	NA	13.40	13.40
	QIP	ALC Days Rate %	Hosp	36.00	27	40	37
		Occupancy % - LTC	Beth	97.00	80.00	88.05	96.85
			HRM	97.00	97.00	93.66	97.70
		Wait Time - Average Days Mental Health	Hosp	5.00	2	1	7
	QIP	Wait Time- 90th Percentile Days Rehab Care	Hosp	3.00	5	5	4
	Here for Our People		Overtime Hours %	SJCG	2.30	3.22	2.99
Sick Days per full-time Employee			SJCG	11.90	3.13	13.58	14.43
Employee Injuries - Lost Time Claims			SJCG	< 10	1	8	3
QIP		Workplace violence incidents reported by staff	Hosp	< 82	12	76	73
			Beth	< 23	4	21	27
			HRM	< 193	54	172	204

Target Legend

On track to meeting Target  
1 to 9% off Target  
> = 10% off Target

NA not available  
CB Collect Baseline

**2021-22 QIP Hospital - Executive Team Compensation Indicators**

1. Increase percentage of medication reconciliation completed on discharge to 85% Outcome Measure.
2. Increase "Always" percentage response to the survey question "How often did staff listen carefully to you?" Outcome M.
3. 90th Percentile Wait, maximum 3 day in Acute Care fo Rehabilitative Care Bed for 2nd, 3rd and 5th Floors at St. Joseph's