



Provincial Health Human Resources

STRATEGIC PLAN

2008-2011



ONTARIO
HOSPITAL
ASSOCIATION

A woman with short brown hair, wearing blue scrubs, is smiling and looking towards the camera. The background is a blurred indoor setting, likely a hospital or clinic.

Provincial Health Human Resources

STRATEGIC PLAN 2008-2011

This strategy sets out the direction that the Ontario Hospital Association (OHA) will take over the next few years to support Ontario health care organizations in creating the best people and organizational environment to achieve optimum patient care outcomes.

Three strategic directions are guiding our vision for an accessible, sustainable and safe health care system in Ontario. Our goal is to have the right number of health care providers with the right qualifications in the right place and at the right time.

Past Successes

Since implementing the OHA Provincial Health Human Resources Strategy in 2005, the OHA undertook many significant initiatives from 2005 to 2008 that resulted in a number of achievements, including:

- Coordinating the implementation of the Ministry of Health and Long-Term Care (MOHLTC) funded Physician Assistant Hospital Demonstration Project with 21 hospitals across the province;
- Launching the Leadership Development Institute initiative to develop the capacity of Ontario's health care leaders through leadership development programs and support;
- Initiating a joint OHA-MOHLTC campaign to market health care careers in order to raise the interest of high school students in allied health careers;
- Hosting a joint OHA - The Change Foundation one-day think-tank workshop that brought together thought leaders in health care to envision what Ontario's future health care system will look like in the year 2020 and to consider the implications for strategic health human resources (HR) planning;
- Introducing the Advisory Board's Human Resources Investment Center program to members at a discounted rate. The membership includes access to HR strategy reports and briefs, research, HR best practices, national workforce surveys, HR benchmarking, HR tools, monthly e-newsletter, webcast teleconferences, annual conference, and access to Advisory.com.

Looking Ahead

As of February 2008, a new OHA-led Strategic Human Resources Provincial Leadership Council has been guiding a strategic planning process to update the 2005 strategy. After consulting with hospitals and health system partners, the OHA Board, based on recommendations made by the council, adopted a new Provincial Health Human Resources Strategic Plan for 2008 to 2011. The plan includes renewed strategies that build on the activities and accomplishments of the 2005 strategy and will assist in meeting current and future system-wide health HR challenges and opportunities.

The health HR challenge is best met at the provincial, health-system level and collaboration with key health care stakeholders must be part of the solution. The strategic plan takes a provincial and system-wide view, but recognizes that some hospitals and non-hospital health system partners may have unique needs. In the implementation of the plan, we will work with the other OHA Provincial Leadership Councils (Small, Rural & Northern; Medium-Sized; Complex Continuing Care & Rehabilitation; and Mental Health & Addiction) and collaborate with providers system-wide including long-term care, community care access centres, primary health care, and community mental health to link with their health HR plans.



Planning for the Future

STRATEGIC DIRECTION 1:
COLLABORATIVE HEALTH HUMAN RESOURCES PLANNING

OUR GOAL:
Improve provincial health human resources
strategic planning.

Ensure the appropriate supply, distribution and
utilization of health care professionals.

Many of the human resources issues facing a hospital exist across the province and are system-wide in nature, affecting primary, long-term, and community care providers. Issues like shortages of health care professionals, attracting and retaining employees, implementing interprofessional care and new roles, among others, must be addressed by the entire health care community – including government, educators, regulators and all types of health care providers and their organizations. Insufficient collaborative planning between health system partners contributes to inaccurate and incomplete human resources planning and results in the duplication of efforts.

Collaboration between health system partners will lead to a better understanding of human resources needs, improve knowledge sharing and create a greater capacity to implement policies and priorities to address human resources issues and improve health system outcomes.

WE WILL:

Define the OHA's role and collaborate with other stakeholders in health HR planning.

- Advocate for the development and actively participate in a multi-stakeholder health HR Advisory Council reporting directly to the government.
- Prepare an inventory and report the findings of the current state of health HR planning structures and activities:
 - At the organization, local, LHIN, provincial and federal level
 - In various sectors, including long-term care, hospitals, community care access centres, primary health care, community mental health, colleges and universities
 - In various regulatory colleges and professional associations (e.g. RNAO, OMA, etc.)

Provide thought leadership and advocacy on health HR issues to government and educational institutions.

- Identify system-wide HR issues and solutions and influence the government and other stakeholders to react quickly. Immediate issues include:
 - Shortages of health care providers
 - Understanding local HR needs
 - Access and capacity of clinical education
 - Lack of awareness of e-health HR issues

- Influence and leverage the health HR agenda of the government, including:
 - Strategies to ensure the supply of health care workers meets the demand
 - Enhanced enrollment capacity for health care programs at educational institutions
 - Initiatives to enable career progression in selected occupations (i.e. from PSW to RPN to RN to NP)
- Collaborate with health care partners.
 - Continue to reach out and work collaboratively with long-term care, hospitals, community care access centres, primary health care, community mental health, colleges/universities, LHINs, government, regulatory colleges, professional associations and others to identify challenges and opportunities, areas for collaboration, and to align their plans and priorities with the OHA's

Improve the process of recruiting, retaining and integrating internationally educated health professionals (IEHPs) in health care organizations.

- Promote and raise awareness of the information and services provided by HealthForceOntario's Access Centre for IEHPs.
- Provide resources and deliver ongoing training opportunities aimed at improving the process of recruiting, retaining and integrating IEHPs.
 - Create a central repository of information on employing IEHPs (including barriers, process, best practices, repatriation, news, research, ethical issues, pilot programs and legislation) on www.oha.com
- In partnership with government and regulatory colleges, identify mitigating strategies to reduce barriers for employing IEHPs.



2008-2011 AT A GLANCE

STRATEGIC DIRECTION 1: COLLABORATIVE HEALTH HR PLANNING

STRATEGIES

Define the OHA's role and collaborate with other stakeholders in health HR planning.

Provide thought leadership and advocacy on health HR issues to government and educational institutions.

Improve process of recruiting, retaining and integrating IEHPs in healthcare organizations.

DELIVERABLES

- Influence the creation of an HR Advisory Council to the government
- OHA's active participation on the HR Advisory Council
- A current state of health HR planning structures document

- Quarterly meetings with the government
- Ongoing communication and collaboration with health care stakeholders

- A central repository of information on employing IEHPs on www.oha.com
- Conferences and other training opportunities
- A research report on mitigating strategies to reduce barriers for employing IEHPs





Leading Evidence-Based Human Resources Management

**STRATEGIC DIRECTION 2:
EVIDENCE-BASED HUMAN RESOURCES MANAGEMENT**

OUR GOAL:

Advance the system-wide adoption of leading, evidence-based strategic health human resources policies, programs and practices.

Promote human resources as a key strategic priority for health care organizations.

Health care providers are facing shortages of qualified professionals and will be increasingly challenged to attract, retain and engage health care professionals. In order to meet this challenge, leading human resources and people management practices must be utilized - developing leaders, designing jobs, organizing work, and creating work environments that are safe, attractive, and allow workers to have a high level of job satisfaction and work-life balance.

These efforts result in decreased staff injury and absenteeism, lower turnover rates - resulting in improved patient outcomes and better organizational performance.

WE WILL:

Promote and observe progressive strategies for healthy workplace environments.

- Collaborate with the National Quality Institute and the Health Promoting Hospitals Advisory Committee to establish work settings that take a strategic and comprehensive approach to providing the physical, cultural, psychosocial and work/job design conditions that maximize the health and wellbeing of health care providers, quality of patient outcomes and organizational performance.
- Continue offering educational opportunities, knowledge transfer, leading practices and consultation services aimed at enhancing workplace and organizational health.
- Influence the government's healthy workplace initiatives.
- Continue efforts in health and safety education and advancing policy and practice to reduce and eliminate workplace injuries and violence.

Establish and recommend a minimum health HR data set for the purposes of provincial benchmarking.

- Continue collecting HR data and publishing HR performance metrics using standardized definitions for hospitals.

Provide resources for engaging employees from key, challenging occupational groups both now and in the future.

- Provide resources to support members in implementing initiatives aimed at improving engagement with occupations including physicians, management and health care professionals.

Research organizational design frameworks, including span of control.

- Research span of control tools, guidelines and impacts for front-line managers.

2008-2011 AT A GLANCE

STRATEGIC DIRECTION 2: EVIDENCE-BASED HR MANAGEMENT

STRATEGIES

DELIVERABLES

Promote and observe progressive strategies for healthy workplace environments.

- Resources including consultation, educational opportunities, networking opportunities, research and leading practices

Establish and recommend a minimum health HR data set for the purposes of provincial benchmarking.

- Labour Market Survey 2009 Report
- A performance report using key critical HR indicators
- HR dashboard reports for individual hospitals

Provide resources for engaging employees from key, challenging occupational groups, both now and in the future.

- Resources including educational opportunities, networking opportunities, research and leading practices
- A new provincial employee engagement survey

Research organizational design frameworks, including span of control.

- A research report on organizational design frameworks and span of control







Visioning For The Future Of Health Care

**STRATEGIC DIRECTION 3:
LONG RANGE HEALTH HUMAN RESOURCES PLANNING**

OUR GOAL:

Align health human resources requirements
with future models of health care.

The health care system in Ontario is constantly changing – from the introduction of new health care roles, to changing technology, and shifting public expectations and attitudes. Health care leaders, like the OHA, must continue to identify and share innovative and successful approaches to organizational design, service delivery models, creating new roles and optimizing existing health care roles.

WE WILL:

Develop a provincial strategy to promote health care careers.

- In partnership with the government, deliver a marketing campaign to promote careers in health care.
- Support organizations towards implementing the marketing strategy and support health care providers to develop approaches to recruit people on a local level.

Promote and explore scopes of practice and new health care roles, and identify opportunities to fill identified needs or gaps.

- Seek funding opportunities to enable hospitals to pilot innovative models of care delivery and work, and new health care roles.
- Explore and advocate for the optimization of scopes of practice to enhance efficiency, effectiveness and access to quality care.

Promote the adoption of interprofessional care in both the health care and education systems.

- Work with educational institutions to explore and develop interprofessional approaches to education, including integrated and common core curriculums to facilitate collaboration among students in an interprofessional environment.
- Partner with regulatory colleges to develop, establish and maintain standards and guidelines to promote the ability of members to respond to changes in practice environments, advances in technology and other issues collaboratively.
- Advocate for investment in interprofessional care pilot projects.

2008-2011 AT A GLANCE

STRATEGIC DIRECTION 3: LONG RANGE HEALTH HR PLANNING

STRATEGIES

DELIVERABLES

Develop a provincial strategy to promote health care careers.

- A marketing campaign to promote careers in health care
- Support to organizations in marketing and recruiting on a local level

Promote and explore scopes of practice and new health care roles, and identify opportunities to fill identified needs or gaps.

- Government funding for hospitals to pilot innovative models of care and new health care roles
- Input to government on scopes of practice

Promote the adoption of interprofessional care in both the health care and education systems.

- Conference and workshop identifying interprofessional approaches
- Input into standards and guidelines developed by the regulatory colleges
- Funding for interprofessional care pilot projects

What Next?

Keep Informed - Look for status updates and future communication pieces from the OHA.

Provide Input - Provide feedback; keep us informed on health HR challenges and potential solutions.

Participate in OHA Events - Attend OHA Conferences, OHA Regional Councils, Monthly HR Teleconferences, etc.

Share Knowledge - Share your HR leading practices with the OHA so that other health care organizations can benefit.

For more information, contact Dana Ross, HR Project Consultant, Ontario Hospital Association at dross@oha.com or 416-205-1375.

OHA Strategic Human Resources Provincial Leadership Council 2008

Laura Pavilonis - Chair

Director of Corporate Services
People Development
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Glenn Barnes

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Vice President of Patient Care,
Chief Nursing Executive
Toronto Rehabilitation Institute

Representative

Ontario Long Term Care Association

The Ontario Hospital Association (OHA)
is the voice of Ontario's public hospitals.
Founded in 1924, the OHA uses advocacy,
education and partnerships to build a
strong, innovative and sustainable health
care system for all Ontarians.

