

**O.H.A. PROVINCIAL HEALTH HR STRATEGIC PLAN 2008-2011  
STATUS REPORT  
TO THE OHA STRATEGIC HR PROVINCIAL LEADERSHIP COUNCIL**

**STATUS REPORT #21: SEPTEMBER 2010**

OHA ACTIVITIES	OHA DELIVERABLES	TARGET COMPLETION DATES	STATUS
<b>STRATEGIC PRIORITY 1: COLLABORATIVE HHR PLANNING (Activities 1-3)</b>			
<b>1) <u>Health HR Planning</u></b>  Define the OHA's role and collaborate with other stakeholders in health HR planning.	<ul style="list-style-type: none"> <li>Influence the creation and structure of an HR Advisory Council to the government</li> </ul>	Mar-09	<ul style="list-style-type: none"> <li>The OHA has had discussions with the MOHLTC on the structure and mandate of the new Health Human Resources Expert Advisory Group (HHREAG).</li> <li>The overall vision for the HHREAG is to provide the government with evidence-informed advice to help achieve the vision of the HFO Strategy. Members of the HHREAG will be identified shortly.</li> </ul>
	<ul style="list-style-type: none"> <li>OHA actively participates in the HR Advisory Council</li> </ul>	Mar-09	
	<ul style="list-style-type: none"> <li>A current state of health HR planning structures and activities document</li> </ul>	May-09	<ul style="list-style-type: none"> <li>The report was released on the <a href="#">OHA website</a>.</li> <li>Peter Carver, Executive Director, Australian National Health Workforce Taskforce, spoke with the OHA Strategic HR PLC at the Feb./ 10 meeting about HHR planning within Australia.</li> <li>Hussein Lalani, Manager HHR Forecasting and Modeling at the MOHLTC, spoke with the Council at the Jun./ 10 meeting about MOHLTC activities including the physician forecasting model.</li> </ul>
<b>2) <u>HR Thought Leadership and Advocacy</u></b>  Provide thought leadership and advocacy on health HR issues to government and educational institutions.	<ul style="list-style-type: none"> <li>Identify system-wide HR issues and solutions and influence the government and other stakeholders to react quickly</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>The HHR advocacy document was finalized in Mar./ 10 and circulated to the Council. Topics from the document will be included in the OHA pre-election document that will be prepared in 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>Influence and leverage the health HR agenda of the government</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Meeting with government was held in Mar./09 to request funding for six healthy work environment projects. There has been no response from HealthForceOntario.</li> </ul>
	<ul style="list-style-type: none"> <li>Collaborate with health care partners</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>The OHA participated in the <i>Canadian Partnership for Progress in Health Human Resources</i>, hosted by the Royal College of Physicians and Surgeons of Canada.</li> <li>The OHA participated in a consultation day hosted by the Ontario HHR Research Network, an initiative of the MOHLTC to address health HR issues and build research capacity.</li> <li>The OHA attended the HealthForceOntario Health Human Resources Symposium held on June 17/ 10.</li> </ul>
<b>3) <u>Internationally Educated Health Professionals (IEHPs)</u></b>  Improve process of recruiting, retaining, and integrating IEHPs in healthcare organizations.	<ul style="list-style-type: none"> <li>A central repository of information on employing IEHPs on <a href="http://www.oha.com">www.oha.com</a></li> </ul>	Jul-09	<ul style="list-style-type: none"> <li>The <a href="#">OHA Employing IEHPs Resource Centre</a> (part of <a href="http://www.oha.com">www.oha.com</a>) was launched in Nov./ 09.</li> <li>A new and improved resource centre will be available in 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>Conference on recruiting, retaining, and integrating IEHPs</li> </ul>	Jun-09	<ul style="list-style-type: none"> <li>The conference was held on June 12/09 at the Renaissance Toronto Hotel (downtown).</li> <li>As part of the IEN project (see below), the OHA will host three workshops over the next three years.</li> </ul>
	<ul style="list-style-type: none"> <li>Research and report on mitigating strategies to reduce barriers for employing IEHPs.</li> </ul>	Nov-09	<ul style="list-style-type: none"> <li>The <a href="#">Integrating IEHPs into the Ontario Workforce</a> report prepared by the Nursing Health Services Research Unit (NHSRU) at McMaster University was released in Nov./09.</li> <li>The Project Advisory Committee of the OHA-led project, <i>A Framework for Integrating Internationally Educated Nurses (IENs) into the Health Care Workforce</i>, met on Sep. 13/ 10. A draft review of the literature has been prepared and communications have been delivered to stakeholders including CARE, HFO, ONA, etc. Stakeholder interviews are currently being conducted.</li> </ul>

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<b>STRATEGIC PRIORITY 2: EVIDENCE-BASED HRM (Activities 4-7)</b>			
<b>4) <u>Healthy Workplace Environments</u></b>  Promote and observe progressive strategies for healthy workplace environments (HWE)	<ul style="list-style-type: none"> <li>▪ Influence the government's healthy workplace initiatives</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>▪ As part of the Healthy Work Environments (HWE) Innovation Fund Grant Program, part of the MOHLTC HealthForceOntario HWE initiative, the OHA is assisting with three projects, including St. Michael's Hospital, Chatham-Kent Health Alliance/ Bluewater Health, and Lakeridge Health.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Collaborate with Health Promoting Hospitals Advisory Committee</li> <li>▪ Develop and Launch the Provincial OHA Organizational and Workplace Health Excellence Framework and Awards Program</li> </ul>	Ongoing  2010	<ul style="list-style-type: none"> <li>▪ The <a href="#">OHA Quality Healthcare Workplace Model</a> and <a href="#">awards program</a> was launched in June 2010 and several applications were submitted. Awards will be presented at HealthAchieve on Nov. 9/ 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Resources - consultation, educational and networking, research and leading practices               <ul style="list-style-type: none"> <li>○ Leading Practices Portal</li> <li>○ Workshops</li> <li>○ HealthAchieve session</li> </ul> </li> </ul>	Summer 09 May & Sep 09 Nov 09	<ul style="list-style-type: none"> <li>▪ The OHA is involved with a World Health Organization Health Promoting Hospitals task force on healthy workplace to prepare a healthy workplace guidebook for exemplary practices. This work will be incorporated into the OHA leading practices portal to be launched in 2010.</li> <li>▪ <a href="#">OHA's Healthy Workplace conference</a> was held on June 15, 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Health and Safety education and advancing policy and practice               <ul style="list-style-type: none"> <li>○ Safety Plan</li> </ul> </li> </ul>	09	<ul style="list-style-type: none"> <li>▪ The OHA Health &amp; Safety team is working with St. Michael's hospital on a Workplace Violence Training project and with Chatham Kent Hospital on a project looking at Department Specific Health &amp; Safety Orientation for employees.</li> </ul>
<b>5) <u>HR Data</u></b>  Establish and recommend a minimum health HR data set for the purposes of provincial benchmarking	<ul style="list-style-type: none"> <li>▪ Labour Market Survey and Absence Survey 2009</li> </ul>	Fall 09	<ul style="list-style-type: none"> <li>▪ The final report for the 2009 <a href="#">Labour Market</a> and <a href="#">Absence</a> Surveys were released in late 2009.</li> <li>▪ The Call for Participation for the 2009-2010 OHA Absence Survey was sent out in April 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ A performance report using critical HR indicators and HR dashboard reports for individual hospitals</li> </ul>	Fall 09	<ul style="list-style-type: none"> <li>▪ In partnership with the PricewaterhouseCoopers Saratoga Institute, the OHA launched a <a href="#">provincial HR benchmarking survey</a> program in Jan. 2010. Over 100 OHA members participated in the first HR benchmarking survey.</li> <li>▪ Results were released to members of the program in Sep/ 10. In addition to the two webcasts to review provincial results, PwC will present regional findings at the OHA Regional Roundtables (including Thunder Bay, Sudbury, Toronto, Hamilton, London, Kingston, and Ottawa) taking place in Oct. and Nov./ 10.</li> </ul>
<b>6) <u>Employee Engagement</u></b>  Provide resources for engaging employees from key, challenging occupational groups both now and in the	<ul style="list-style-type: none"> <li>▪ Resources including educational and networking opportunities, research, and leading practices               <ul style="list-style-type: none"> <li>○ Engagement practices in Leading Practices Portal</li> </ul> </li> </ul>	Summer 09	<ul style="list-style-type: none"> <li>▪ The OHA will be developing a leading practices portal for healthy work environments that will include employee engagement practices.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ A new provincial employee engagement survey</li> </ul>	Spring 09	<ul style="list-style-type: none"> <li>▪ The OHA has partnered with NRC Picker Canada to offer a <a href="#">provincial employee and physician experience (engagement) survey</a> to member organizations. Users will be provided with resources to support follow-up action planning and implementation, including online eReports and an eToolkit.</li> </ul>

future			<ul style="list-style-type: none"> <li>The two surveys will be adapted later in 2010 to extended and community care sectors.</li> </ul>
<p>7) <b><u>Span of Control</u></b></p> <p>Research organizational design frameworks, including span of control</p>	<ul style="list-style-type: none"> <li>Research report on organizational design frameworks and span of control</li> </ul>	2010	<ul style="list-style-type: none"> <li>The Hay Group, on behalf of the OHA, is undertaking a study that identifies key practical leading practices, strategies, or tools for employers to alleviate the negative impacts of large clinical manager span of control on the workforce and patients. The study included a literature review, interviews with CNEs, and surveys with over 700 managers in hospitals, CCACs, and long-term care homes.</li> <li>The study results were presented to the Council at the Sep. 30/ 10 meeting. Council members were asked to send comments on the draft report, overall study findings, and what the next steps should be to Dana Ross by Oct. 22/ 10. The SOC subgroup will meet to discuss next steps in November.</li> <li>The OHA will also connect with the project leaders of the CAHO Span of Control project to determine opportunities to collaborate.</li> </ul>

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<b>STRATEGIC PRIORITY 3: VISIONING FOR THE FUTURE OF HEALTH CARE (Activities 8-10)</b>			
8) <b><u>Promote Health Care Careers</u></b>  Develop a provincial strategy to promote health care careers	<ul style="list-style-type: none"> <li>A marketing campaign to promote health care careers</li> </ul>	2008 to 2011	<ul style="list-style-type: none"> <li>The OHA will provide the Council with an update on the Marketing Health Care Careers campaign at the next meeting.</li> </ul>
	<ul style="list-style-type: none"> <li>Support to organizations in marketing and recruiting on a local level</li> </ul>	Late 2009	<ul style="list-style-type: none"> <li>A <a href="#">webcast</a> to share the key research findings from the campaign was held on Jun. 1/ 10.</li> <li>Approximately 146 people participated in the webcast.</li> <li>An archived version is available <a href="#">here</a> and on the OHA website.</li> </ul>
9) <b><u>Scopes of Practice/ New Roles</u></b>  Promote and explore scopes of practice and new health care roles, and identify new opportunities	<ul style="list-style-type: none"> <li>Government funding for hospitals to pilot innovative models of care and new health care roles</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>The OHA is coordinating the new expansion of the Physician Assistant Demonstration Project. The OHA continues as the project lead for the current (52 PAs) and extension hospital demonstration sites.</li> <li>Final evaluation results from the original demonstration project will be provided to the MOHLTC by summer 2010.</li> <li>The OHA submitted policy recommendations to the MOHLTC in Jul./ 2010 on the integration of PAs in Ontario from the hospital perspective. Recommendations were shared with members in Aug./ 2010.</li> </ul>
	<ul style="list-style-type: none"> <li>Input to government on scopes of practice</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Based on member feedback, the OHA provided a submission in Sep./10 to HealthForceOntario on how patients might benefit from nurse practitioners admitting, discharging and transferring hospital in-patients.</li> <li>The OHA (and members) provided input regarding the <i>Regulated Health Professions Statute Law Amendment Act (Bill 179)</i> in Sep./09 to the Standing Committee on Social Policy. The <a href="#">submission</a> was circulated to council members in Sep./ 09.</li> <li>The OHA hosted a legal webcast on the regulation of pharmacy technicians in Sep./ 09.</li> </ul>
10) <b><u>Interprofessional Care</u></b>  Promote the adoption of interprofessional care in both the health care and education systems	<ul style="list-style-type: none"> <li>Conference/ workshop identifying interprofessional approaches</li> </ul>	Fall 09	<ul style="list-style-type: none"> <li>The OHA Interprofessional Care conference was held on Sept. 21/09.</li> <li>The 2010 conference will be held on Sept. 27/ 10.</li> </ul>
	<ul style="list-style-type: none"> <li>Input into standards and guidelines developed by the regulatory colleges</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Funding for interprofessional care pilot projects</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Funding opportunities through the HealthForceOntario will likely not available this year due to funding constraints.</li> </ul>

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<b>PROJECT MANAGEMENT AND COMMUNICATIONS</b>			
11) <u>Project Management</u>	<ul style="list-style-type: none"> <li>▪ Internal Working Group Meetings</li> <li>▪ Project Planning</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>▪ An Internal Working Group meeting was held in June/ 10.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ OHA Strategic HR Provincial Leadership Council</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>▪ The next meeting will take place on Feb. 14/ 11 at the OHA.</li> </ul>
12) <u>Communications</u>	<ul style="list-style-type: none"> <li>▪ Release of the Strategic Plan</li> </ul>	Jan 09	
	<ul style="list-style-type: none"> <li>▪ Ongoing Communications</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>▪ An <a href="#">online progress report</a> was released on Feb. 18/10 to CEOs, Chief HR Officers, Chief Nursing Executives in hospitals and other stakeholders. An updated version was provided to Council members in Sep./ 10.</li> <li>▪ A report on Council activities was submitted to the OHA Board for the June 9/ 10 Board Meeting.</li> <li>▪ The OHA presented an overview of the OHA Provincial Health HR Strategic Plan at the Senior Managers meeting at Northumberland Hills Hospital in Sep./ 09.</li> <li>▪ The OHA attended the Central East LHIN HR Steering Committee meeting in Oct./ 09 to present the activities resulting from the Strategic Plan.</li> </ul>