



IWK People Strategy



IWK Health Centre

The People Strategy is a key component of the IWK's five-year Strategic Plan, and one of that plan's key aspirations. The People Strategy will help drive our thinking and investment decisions as we develop our people and culture.

Our Aspirations



The IWK People Strategy

Working together to make the IWK one of Canada's leading healthcare providers.

The nature of our work at the IWK Health Centre is evolving. And it's happening quickly. As we widen our scope and embark on new services it is vital for us to become more nimble, capable and responsive. It's the new normal in healthcare. And we're rising to the challenge.

Our IWK People Strategy is a forward-looking plan designed to help us deliver a new level of outstanding care. The strategy will enable us to work together to transform our processes and achieve a culture to which we all aspire. The strategy's reach is inclusive and wide. It cuts across all levels of the organization – from physicians, researchers and scientists to frontline staff, learners and volunteers. Working together we know we can achieve measurably improved service and outcomes for the patients, families and communities we serve.

The development of this ambitious new strategy was a collaborative effort shaped by the voices and insights of our own IWK community. By physicians who want better performance feedback and consultation on change. And by employees who seek improved opportunities for career development, and want to know their feedback is being acted on by senior leaders. We've listened to frontline staff, researchers, volunteers, and learners as well as patients, community partners and families. We also looked outside for guidance. Our strategy's recommendations and action plan are informed by broad external research and best-practice reviews – as well as pragmatic lessons from healthcare institutions in Canada and other countries.

The IWK is our workplace and our passion. And the IWK community has made it clear that it's time to change our culture and how we work. As the People Strategy unfolds, it's our opportunity to embrace this transformation and work together to make the IWK one of Canada's leading healthcare providers. After all, our people and their sense of purpose will always remain our greatest strength.

Our People Strategy was shaped by many voices and insights. By our physicians who want better performance feedback and consultation on change. And employees who seek improved communication and opportunities for career development.

Transforming Our Culture, Shaping Our Future

The IWK's culture has evolved over the past 100-plus years, and our journey is celebrated in a rich history of storytelling. That narrative includes our deeply caring culture and a belief that this is a safe and special place. Our people are engaged and friendly – and always go the extra distance to ensure patients and families receive the best possible care with compassion and integrity.

Our challenge and opportunity is to keep the best qualities of our current culture and provide the tools that will help define and shape our future culture. There is a very clear call to action in the IWK

Strategic Plan to support this cultural transformation. To help drive this forward shift the People Strategy meshes with our Strategic Plan to:

- ▶ Drive a culture of creativity, discovery and innovation
- ▶ Define IWK's 'culture path' and levers of strength in support of the strategic plan
- ▶ Measure our baseline and desired culture
- ▶ Begin to see a measurable cultural transformation
- ▶ Develop leadership capability to lead in a new environment
- ▶ Establish a transparent performance reporting system based on triple aim of health outcomes, care experience and cost
- ▶ Develop a disciplined and focused accountability roadmap

The key to the People Strategy's success is our people – the individual skills and passion of our staff, physicians, researchers, volunteers and learners. And this success will be sustained by the culture and environment created when we work together to create the best possible outcomes for the patients, families and communities we serve.

What is a People Strategy?

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A people strategy is a blueprint for the cultural make-up of an organization. It defines who we are, what values we believe are important, and how we develop our people. It is not a detailed HR policy or manual. Instead, it's a realistic plan that belongs to us and supports the talent, culture and performance we need to deliver our mission and strategy.

Current Culture

Strengths

- ▶ We support and respect each other
- ▶ We deliver safe, compassionate care driven by leadership, innovation, integrity and partnerships
- ▶ We are a trusted and respected healthcare partner

Challenges

- ▶ Patient and family focus needs new emphasis
- ▶ Staff and physicians asking for improved communication, consultation on change, performance feedback and career development
- ▶ We require stronger outreach to communities outside of HRM and University Avenue
- ▶ Perception that IWK does not reflect the communities we serve

Culture Shapers



Future Culture

- ▶ More nimble, innovative and responsive to client needs
- ▶ Passionate and empathetic people with new energy and skills
- ▶ More patient- and family-centric in service delivery
- ▶ Increased presence in NS, Atlantic region and underserved/diverse communities
- ▶ Our people feel they are highly valued. They are engaged and fully supported partners
- ▶ Teams collaborate better across the organization
- ▶ Improved cultural competence, diversity and inclusion
- ▶ Invest in learning at all levels and develop high potential talent
- ▶ Improved performance, reputation and attraction, retention and engagement

The IWK People Strategy Framework

The People Strategy framework is built on three central pillars that will help shape how we work and thrive in the future. Within each pillar is a series of strategic initiatives that will support our cultural transformation over the next five years.

Our People

Create an inspiring work environment that supports high performing leaders and invigorates the passion and compassion of our people.

Inspired & Healthy Workforce

- Become the safest and healthiest healthcare employer in Canada
- Enrich environment of inclusiveness, diversity and respect
- Strengthen links between our people, wherever they work in our community
- Enhance leadership visibility where our people work

Talent Acquisition & Development

- Align performance development to strategy and results
- Introduce a talent review and high-potential program
- Invest strategically in leadership development
- Support physician leaders
- Align learning resources with Strategic Plan

Organization Readiness & Capacity

- Define “core leadership work”
- Commit to a change management and governance framework
- Align rewards and recognition to Strategic Plan
- Invest in innovation

Our Culture

Values: Safe, Compassionate Care through Leadership, Innovation, Integrity, and Partnerships

Pillar 1

Inspired & Healthy Workforce

- Become the safest and healthiest healthcare employer in Canada
- Enrich environment of inclusiveness, diversity and respect
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Pillar 1 – Inspired & Healthy Workforce

Become the safest and healthiest healthcare employer in Canada

Workplace health and safety underpins everything we do. It protects patients and staff, and ensures our reputation as a safe, trusted healthcare partner. Within the IWK, we will continue protocols such as Daily Safety Briefings, work to improve employee psychological safety and conduct related research and pilot projects. Our external partnerships will also enhance our health and safety goals. For example, the IWK has signed on to the Nova Scotia Health & Safety Charter; and we are working with WCB Nova Scotia, AWARE-NS, the Mental Health Commission of Canada and Solutions for Patient Safety on a range of important initiatives. The upshot? Safer work practices, fewer injuries and absenteeism, and a healthier, productive workforce.

Enrich environment of inclusiveness, diversity and respect

By its nature, the IWK mirrors the communities it serves. Our employees are part of that larger cultural fabric. We are committed to being an inclusive

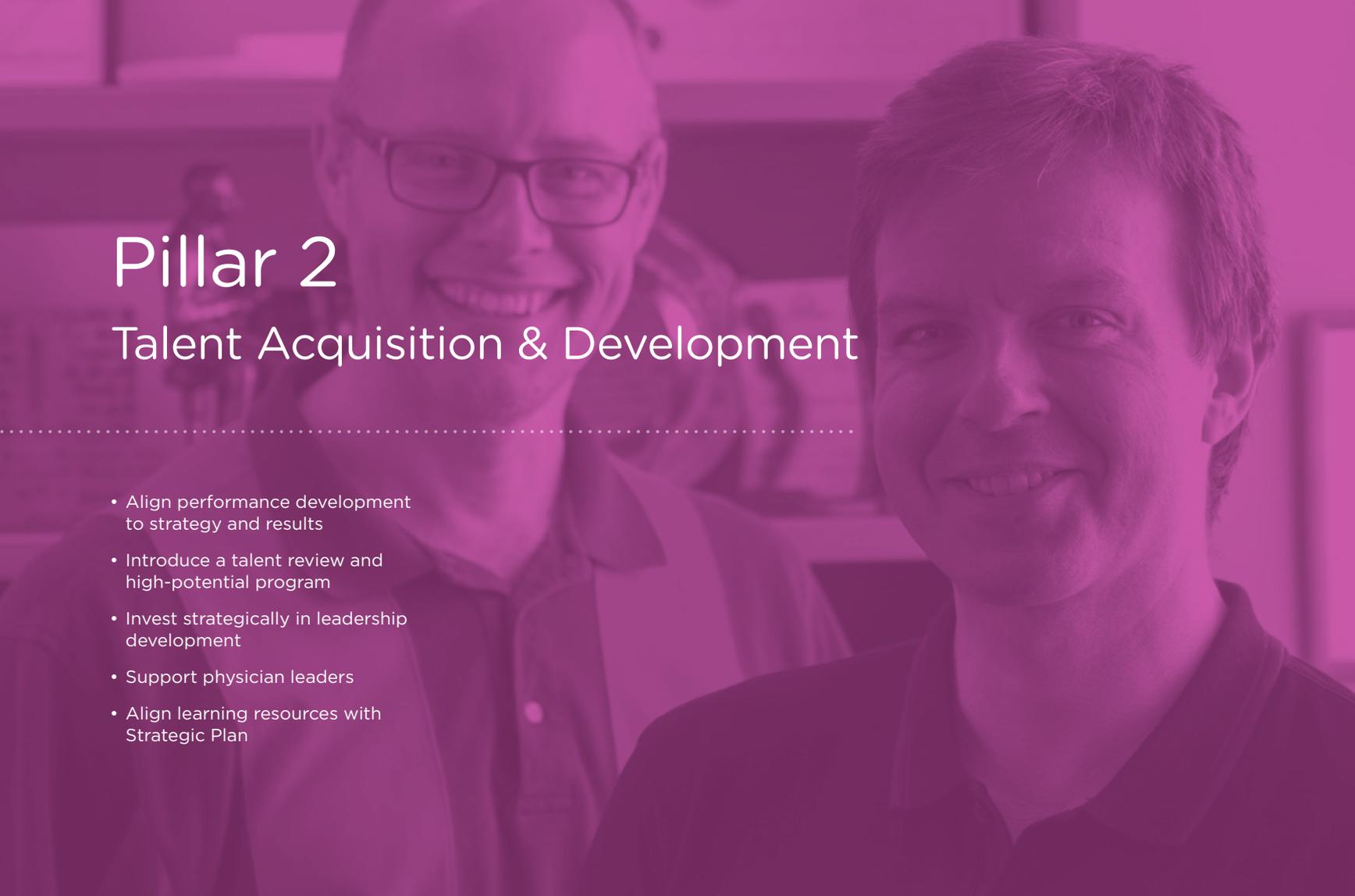
workplace that embraces diversity, values difference and supports the full participation of all employees. We will continue to explore leading diversity practices and open avenues to respectful working relationships and career advancement. And we will continue to cultivate connections with groups and individuals that are underrepresented in our workforce – including Aboriginal, African Nova Scotian and immigrant communities.

Strengthen links between our people, wherever they work in our community

The IWK's people and services are reaching deeper into Nova Scotia and across Atlantic Canada. In fact, one-third of our employees currently work offsite from our University Avenue campus. As we become more connected to the communities we serve, we need stronger links between team members, regardless of location. Our 'future' healthcare professionals will be broadband thinkers who can collaborate with patients, families and health partners across the region – and beyond the borders of one location – using new technologies such as Skype, Telehealth and virtual teamwork.

Enhance leadership visibility where our people work

Direct conversations between staff and leadership build engagement and understanding of change. Indeed, the IWK's own engagement surveys and other feedback tell us our people want to make connections face to face – and that trust comes from two-way communication where staff, physicians and researchers serve our patients. This can range from leaders spending more time on “the floor” to more formal engagements such as Leadership Rounding and Town Halls. Site visits can enhance our current work – including Lean engagements. These practices can allow for meaningful dialogue with front-line staff and managers about their work, the successes and challenges they face, and how leadership can help them deliver the best care and support.



Pillar 2

Talent Acquisition & Development

- Align performance development to strategy and results
- Introduce a talent review and high-potential program
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Pillar 2 – Talent Acquisition & Development

Align performance development to strategy and results

As we become more accountable in how we run our organization, we need to help our people see how their work directly links to the objectives in the IWK Strategic Plan. This practice has already started with the Executive Team and will evolve throughout the organization as we set improvement targets. As we update key performance indicators we will continue to train and support staff to meet and exceed their goals.

Introduce a talent review and high-potential program

High-performance organizations invest in assessing and developing leaders to ensure they have the right people in formal leadership and critical, hard to fill roles. They also develop succession and recruitment plans to manage changes such as retirement and attrition. These

are the next steps for the IWK, following the evolution of the Performance Development program. We want to seek out and support individuals who have the capabilities, motivation and humility to step into leadership roles throughout the organization – whether as physicians, team leads, or the next CEO. By actively investing in talent, we can reduce future gaps and create more opportunities to hire from within our organization.

Invest strategically in leadership development

Changing our culture and the way we work requires direct investment in our formal leaders. Cost, time, people resources and strategic impact must all be part of our thinking. We will begin with three priority areas for leaders: lean transformation, change leadership and engagement. Although some of these programs are already underway, we want to ensure that they apply in a consistent and formal way for all leaders.

Support physician leaders

One gap identified in our People Strategy research is the need for dedicated people services for physicians, including those in leadership roles. While we have seen some growth in this partnership over the past several years, more can be done. In this initiative, we will work with the VP of Medicine and Academic Affairs and other leaders to identify service areas such as health and wellness, performance development, recruitment, leadership development and physician engagement.

Align learning resources with Strategic Plan

Our current assumption is that we have enough resources, staff and facilities to support learning at the IWK. But how can we best focus our investments in learning and development to enable our Strategic Plan and People Strategy? Other high-performing healthcare centres are leading the way through innovative programs. Cleveland Clinic has pioneered patient experience training, and SickKids has put its learning resources under a central Learning Institute. Which unique solutions are the right fit for the IWK?

Pillar 3

Organizational Readiness & Capacity

- Define “core leadership work”
- Commit to a change management and governance framework
- Align rewards and recognition to Strategic Plan
- Invest in innovation

Pillar 3 – Organizational Readiness & Capacity

Define “core leadership work”

It is an ongoing challenge for leaders and teams to wade through heavy workloads to get to the most important work. Our new initiative will connect work on spans of control and performance development to clearly define the work of leaders, and ensure they’re better able to set priorities and work more efficiently. This in turn will help support their teams in prioritizing work. And as part of our leadership development initiative, we plan to advance co-leadership and joint accountabilities, update role descriptions, align to LEADS and performance development, and invest in common supports for leaders at every level.

Commit to a change management and governance framework

We believe we need a common approach, language, tools and processes to support change at the IWK. Over time, we have adopted a variety of methods to lead or manage change. This can create

confusion, inconsistency of practice and duplication of investment in various tools, training and methods. We will work to adopt a formal change management approach and define the most appropriate structure and governance model. Further, we will invest in a coordinated approach to train teams and leaders, and build our capacity and skills in leading change.

Align rewards and recognition to Strategic Plan

Delivering our new Strategic Plan also means celebrating our achievements, aspirations and culture. How can we link rewards and recognition to the things that matter most? Are our reward and recognition programs in sync with our Aspire strategy? We will seek ways to create stronger connections between Board and STARS Awards and external recognition programs. We will create new kinds of success stories to tell in Izaak and the Telethon. Together, the stories we tell send a strong message to employees and stakeholders about what we value.

Invest in innovation

We need to encourage innovation and risk-taking. Yet this remains a cultural challenge for many healthcare organizations. Bureaucracy, entrenched traditions, lack of resources, and fear of failure can dampen the best of intentions. Research shows the most innovative organizations are those who collaborate openly, engage stakeholders at every level, experiment often and fail fast, and build a discipline around the process. Through the People Strategy, we will seek to adopt leading practices and reduce cultural barriers to formal idea generation and execution.

Reaching Our Destination

Our People Strategy is an ambitious and far-reaching plan. It responds directly to feedback from our patients, families, community – and from you – about what it will take to become the high-performing health organization we have envisioned in our Strategic Plan.

Change at this scale is never easy. But it is necessary if we want to move from ‘good’ to ‘great’ and be true leaders in Atlantic Canada and beyond. We are still learning as we invest in lean improvement, staff and patient safety, innovation, and health services transformation. But we have the talent and passion to step up to the challenge. What we need to do is unleash that talent and remove the cultural barriers that stand in our way.

The People Strategy provides a five-year roadmap and a framework that will help lead us to a stronger, more vibrant culture. Each of the initiatives within the pillars build on one another to support an engaged, inspiring workplace that supports talent development, and our capacity for change and breakthrough performance. As this happens, our patients, families and communities will benefit, as will our people at the IWK. We are excited about the opportunities ahead.

Let's embrace this journey together.



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