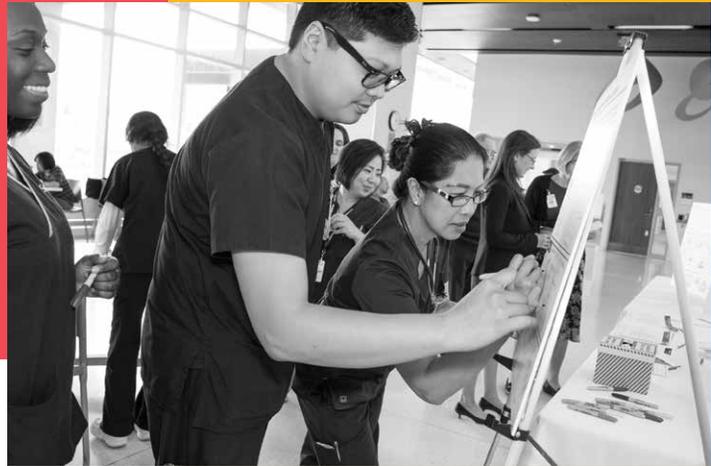
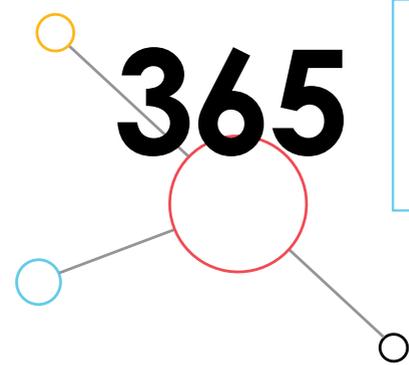




# Our People Plan 2018-2023





Days of  
Care

Over **8,000** People

Employees + Physicians + Scientists + Volunteers

**1** People Plan

Let's make Sinai Health  
[#nobbetterplacetowork](#)



## Dear Colleagues,

Sinai Health System is committed to becoming Canada's leading integrated health system, pushing the boundaries to realize the best health and care from healthy beginnings to healthy aging, for people with complex health needs. Achieving our vision depends upon the ability of each one of us; employees, learners, physicians, scientists and volunteers, all maximizing our full potential by translating our organizational values into expected behaviours and actions.

Creating an organizational culture and workplace of excellence and innovation requires an explicit commitment from leadership. This commitment is to enable a culture and workplace environment that is safe, caring, equitable, compassionate and accountable in order to be able to provide optimal care to patients and their family caregivers.

Our leadership promise is that we ensure our people are positioned for success and have the skills, strengths, capacity and resiliency to do their best work, each and every day. Ultimately, the Sinai Health System *People Plan* is a framework to guide investment – both financial and time – in you. It will shape how we lead, manage, engage and develop our people to enhance our organizational way of being.

**Dr. Gary Newton**  
President & CEO

**Susan Brown**  
Vice President,  
Human Resources &  
Chief Human Resources Officer

# What Is A People Plan?



Sinai Health's *People Plan* expresses our commitment to our most important asset – our people. The plan is a leadership promise that articulates how we will ensure our people are positioned for success. It is designed to create the infrastructure, supports and tools to enable each of us to contribute to our full potential. The focus of the plan is to enrich the work experience by increasing engagement so that people feel energized coming to work. The *People Plan* is also an essential enabler of our strategic priority of operational efficiency and quality. It translates our strategic vision and values into our core people processes, policies and practices. It will articulate the competencies, behaviours and expectations that exemplify those values.

Ultimately, this *People Plan* will facilitate the delivery of Sinai Health's mission, vision, values and Quality Aims by leveraging the talents of all our people to realize our ambitions.

## WHO IS INCLUDED IN THE SINAI HEALTH PEOPLE PLAN?

The *Sinai Health People Plan* includes all in our community – employees, learners, physicians, scientists, and volunteers. Each has a defined and unique relationship with Sinai Health and each contributes to achieving our vision.

## WHAT HAS INFORMED THE DEVELOPMENT OF THE SINAI HEALTH PEOPLE PLAN?

The *People Plan* was initiated through an **external review of best practice**. The goal of this review was to identify and describe various approaches and models for delivering a best-practice people strategy in both public and private sector organizations. The review outlined models, leading practice and innovative ideas which ultimately informed the development of our plan.

The *People Plan* has also taken into consideration external factors such as the **economic, legislative and political environments** in which we operate. This is a time of fiscal constraint, increasing legislation and, of course, health care is highly regulated. Admittedly, these factors can be limiting. However, we still have the opportunity at Sinai Health to be innovative and creative in our approach.

Consideration was also given to challenges such as competition for talent, efficient application of financial resources, emerging technology and how to best meet people needs and preferences given the **our multi-generational work force**.

Through our **People Engagement Survey**, we identified a readiness for a deeper, more meaningful work experience through increased leadership influence and professional development opportunities which align strongly with our Quality mandate. Our people also told us they want greater access to information, more involvement in planning and decision-making activities, and increased access to those to whom they report.

**Patients and family caregiver feedback** was also incorporated into the development of our *People Plan*. Patient, family caregivers and employee feedback was consistent: patients and their family caregivers also want access to information, greater communication, respect and dignity, and involvement in care planning and care, which is being woven into Sinai Health's patient engagement and people ambitions.

In 2017, Sinai Health System underwent Accreditation. We achieved exemplary standing and **Accreditation Canada** recognized Sinai Health as “truly embracing a culture of patient- and family-centred care, quality and safety.” The *People Plan* will build on this momentum through collaboration with our **Academic and**

### PEOPLE PLAN AIMS

**Engage & Invest in People**  
A workforce that is confident, informed and fully committed

**Be Well & Feel Energetic**  
A workplace with respectful, healthy and energized people providing safe, high quality service excellence and compassionate care

**Build Leadership Strengths & Management Skills**  
A workplace where leadership displays our values and expected behaviours – where leaders at all levels are equipped and skilled to lead

**Attract & Position Top Talent**  
A unique and dynamic environment where people are called to do great and innovative things

### LIVING VALUES

Person-Centred Care

Accountability

Excellence

Collaboration

Equity

Innovation

### ENABLED BY KEY HR SUPPORTS

Human Resource Operational & Strategic Management

- Workforce Planning, Employee Relations, Compensation, Benefits & Payroll
- Health, Wellness and Safety
- Organizational Development, Leadership and Learning
- Volunteer and Interpreter Services

**Professional Practice Strategy** to ensure strengths of all people are maximized in tandem with development opportunities for growth and expansion.

Our *People Plan* will ensure a culture of equity, respect, accessibility and an environment free of harassment and discrimination. In large part this will result from the vibrant collaboration among the **Human Resources** portfolio, the **Human Rights and Health Equity** office, the **Departments of Psychiatry** and **Spiritual Care**.

Supports for psychological safety will be enhanced to ensure we have the capacity and resiliency to succeed in spite of what is often a complex and challenging experience at work.

And finally, throughout this process we have engaged with our **labour partners**. This builds on a longstanding collaboration when introducing new initiatives, of soliciting their feedback and insights related to employee needs and preferences.

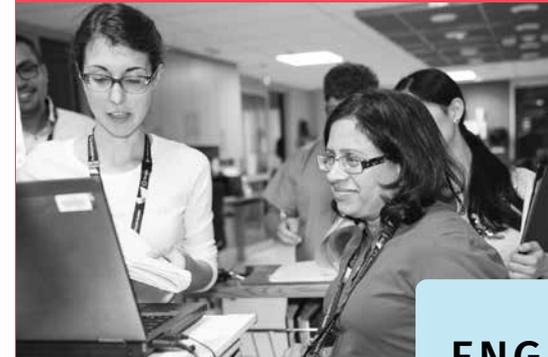
#### HOW HAVE WE INVESTED IN OUR PEOPLE TO DATE?

Sinai Health System has developed a number of leading practices contributing to the health, safety and well-being of all. This reflects the longstanding engagement and work of key partners within Sinai Health and in the broader community;

- Sinai Health System Department of Psychiatry
- Human Resources Portfolio
- Human Rights & Health Equity
- Labour Leaders
- Mental Health Commission of Canada
- Professional Practice and Education
- University of Toronto



## Our Four Aims



The overarching goal of the *Sinai Health System People Plan* is to invest in our people and to provide a healthy work environment and culture that facilitates safe, high quality service excellence and compassionate care.

### ENGAGE & INVEST IN PEOPLE

A workforce that is confident, informed and fully committed

### BE WELL & FEEL ENERGETIC

A workplace with respectful, healthy and energized people providing safe, high quality service excellence and compassionate care

### BUILD LEADERSHIP STRENGTHS & MANAGEMENT SKILLS

A workplace where leadership displays our values and expected behaviours – where leaders at all levels are equipped and skilled to lead

### ATTRACT & POSITION TOP TALENT

A unique and dynamic environment where people are called to do great and innovative things



# ENGAGE & INVEST IN PEOPLE

## GOAL

Thrive through a sense of inclusion, engagement and contribution

## OUTCOME

A workforce that is confident, informed and fully committed

### PRIORITY 1

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

#### We will

- Develop a competency model that enables learners to demonstrate the Sinai Health values and expected behaviours in an environment that encourages learning, achievement and excellence
- Implement an innovative program of recognizing and rewarding daily performance through actions that reflect our vision, values, expected behaviours and competencies
- Harmonize our job evaluation methodology and develop an equitable, competitive compensation framework and process for all non-union job classifications
- Provide equitable access to learning through a refreshed Employee Development program embedded with a new curriculum that is aligned with our core values, expected behaviours and competencies
- Create a forum for sharing innovation and development opportunities for people to collaborate on projects and initiatives that will lead to excellence, in alignment with our Quality mandate
- Ensure all people feel valued for their views by expanding our appreciation of 'diversity of thought' in decision-making
- Develop a people engagement and recognition strategy and implementation plan

**PRIORITY 2 Inspire our people with a sense of purpose so they feel emotionally connected to what they do**

**We will**

- Engage patients and their family caregivers in defining what they need most from our people and ensure our people have the skills, resources, tools and equipment required to meet those needs and preferences
- Reinvigorate the **Service with Heart Program** of caring excellence as a means of reconnecting our people to purpose and fostering pride in providing service excellence
- Refresh and expand programs to maintain compassion and resilience among our people to fortify their energy and ability to provide safe, high quality care and service
- Enhance engagement and shared vision by ensuring that multiple mechanisms are used to communicate information about the organization
- Refresh the new hire welcome program to generate energy and enthusiasm about joining a culture that values safety, caring, equity, innovation and patient engagement



**PRIORITY 3 Strengthen every individual by setting expectations and providing role clarity, and by receiving the right feedback from the right people at the right time**

**We will**

- Provide clear role expectations, learning opportunities and tools related to the delivery of meaningful and timely feedback
- Refresh our performance management approach to align with our organizational strategy, values, expected behaviours and competencies
- Standardize the probationary review process to ensure feedback for success is provided consistently to new employees

**PRIORITY 4 Establish a culture in which our people have ready access and visibility to those to whom they report**

**We will**

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





# BE WELL & FEEL ENERGETIC

## GOAL

Flourish by knowing we are supported to be well and to work in healthy environments

## OUTCOME

A workplace with respectful, healthy and energized people providing safe, high quality service excellence and compassionate care

### PRIORITY 1

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

#### We will

- Lead in developing a psychologically safe workplace community where people have the capacity and resiliency to contribute their best
- Refresh and integrate our Employee Assistance Program and the Departments of Psychiatry and Spiritual Care offerings to further support the emotional well-being of our people
- Ensure the provisions in our benefit programs reflect our commitment to emotional well-being and psychological safety for our people to the greatest extent possible

**PRIORITY 2** Commit to ensuring a safe and healthy physical work environment

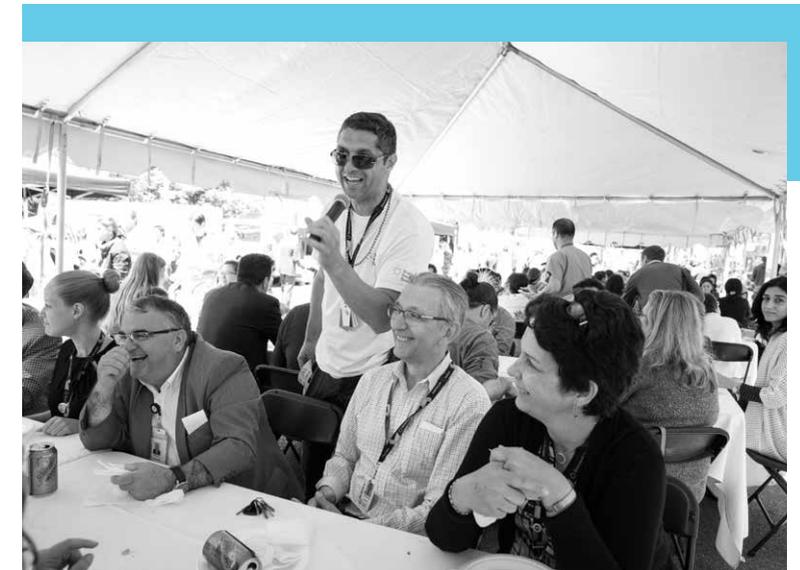
- We will**
- Provide operational expertise and educational leadership to maintain full occupational health and safety compliance and continuous improvement
  - Increase healthy lifestyle resources, such as upgraded gym equipment, increased activity programming and lifestyle change coaching, as part of our personal health resources program

**PRIORITY 3** Support our people during periods of work and life challenge by creating an environment that respects the needs of individuals

- We will**
- Standardize and strengthen our programs of attendance support, disability management, workplace accommodations and safe returns to work
  - Provide consultant supports to assist leaders to successfully support our people during times of change
  - Increase expectations and learning opportunities for managers and teams to demonstrate empathy and support towards their colleagues throughout work transitions
  - Demonstrate that our people, in the most challenging circumstances, are safe and supported

**PRIORITY 4** Continue to build environments where all people feel safe and respected and work in harassment-free environments

- We will**
- Ensure a respectful and safe workplace environment through dissemination of the ALLY campaign through the office of Human Rights and Health Equity
  - Continue to provide education and supports regarding the prevention of discrimination, harassment, and workplace and domestic violence
  - Ensure supports are in place to assist our people in dealing with abuse and discrimination
  - Enhance management competency through programs and development opportunities that facilitate safe, healthy, compassionate and respectful workplaces





# BUILD LEADERSHIP STRENGTHS & MANAGEMENT SKILLS

## GOAL

Enhance leadership strengths and core management skills to drive our safety and transformation agenda and optimize performance

## OUTCOME

A workplace where leadership displays our values and expected behaviours – where leaders at all levels are equipped and skilled to lead

### PRIORITY 1

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

#### We will

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

**PRIORITY 2 Provide core management skills development to ensure our team is equipped to manage effectively**

**We will**

- Ensure leaders understand their fiduciary responsibilities included under the Employment Standards Legislation, Human Rights Legislation, Occupational Health and Safety, and Accessibility for Ontarians with Disabilities Acts
- Refresh and deliver “Leading Equity” training for all leaders
- Expand learning curricula in core management functions such as operations, human resources, financial and labour relations management
- Refresh our manager/leader orientation, training and education programs
- Respond to the evolving learning needs of managers by creating a management community of practice to share experiences and learning

**PRIORITY 3 Equip our leaders and managers to influence systemic and organizational change**

**We will**

- Support our leaders to engage in external leadership roles and volunteer opportunities



**ATTRACT &  
POSITION  
TOP TALENT**

## GOAL

Attract internal and external people to positions in our organization based on their ability, knowledge and judgment to be effective in driving excellence

## OUTCOME

A unique and dynamic environment where people are called to do great and innovative things

### PRIORITY 1 **Recruit top talent who share our vision, values and expected behaviours**

#### We will

- Establish a people brand that reflects our purpose and culture, and distinguishes us externally
- Find top talent by investigating new and innovative approaches for equitable and competency-based workforce planning
- Optimize opportunities for volunteers and learners to find and grow their careers in our sector

### PRIORITY 2 **Position the right people for the right roles**

#### We will

- Ensure our selection processes underscore our commitment to safe, equitable, high quality service excellence and compassionate care
- Enrich our selection processes to ensure assessment and tracking tools are reflective of our organizational values, expected behaviours and competencies using best practice methodology
- Strengthen people planning processes to ensure we position people into the right roles
- Ensure our compensation programs enable us to attract and sustain top-notch talent

### PRIORITY 3 **Ensure our people reflect the diversity in our community**

#### We will

- Collect and analyze workforce census data to understand our current experience, identify demographic gaps, and set targets to ensure equity of opportunity and a workforce that represents our community
- Work with the office of Human Rights and Health Equity to refresh and expand manager learning regarding fair and bias-free hiring practices
- Explore partnership opportunities with community groups to better represent the diverse populations we serve
- Ensure our leaders reflect the diversity in our community

**PRIORITY 4 Prepare for new and expanded hospital innovations and operations**

**We will**

- Support people practices related to redevelopment initiatives
- Develop a succinct inventory of all expected people impacts to enable the HR team to accurately analyze and facilitate planning for each functional area
- Support people practices related to new clinical innovations and funding opportunities
- Provide additional HR services to support the new and expanded programs and services



# Our Mission, Vision, and Values

## VISION

Canada's leading integrated health system, pushing the boundaries to realize the best health and care from healthy beginnings to healthy aging for people with complex health needs.

## VALUES

Person-Centred Care  
Excellence  
Collaboration  
Accountability  
Equity  
Innovation

## MISSION

Sinai Health System delivers exceptional care in hospital, community and home, focusing on the health conditions with the greatest impact on the overall health of the population. We discover and translate scientific breakthroughs, develop practical health solutions, educate future clinical and scientific leaders, and lead efforts to eliminate health inequities

