

# PEOPLE STRATEGY

2022-2025

**Health** PEI



# Health PEI

PO Box 2000 • Charlottetown, PE • Canada C1A 7N8

# PEOPLE STRATEGY

## Table Of Contents

Introducing the People Strategy	2
Message from the Chief Executive Officer	3
Informing the People Strategy	4
People Strategy and the Strategic Plan	5
Strategic Plan at a Glance (2021-2024)	6
Organizational Culture & Engagement	8
Equity, Diversity, and Inclusion (EDI)	9
HR Governance (Policies, Procedures & Compliance)	10
Occupational Health, Safety & Wellness	11
Talent Management	12
Compensation & Classification	13
Talent Acquisition	14
Workforce Planning	15
Employee and Labour Relations	16
Communication & Recognition	17
A New Path Forward	18
Working Together	19
Measuring Our Progress	20



# INTRODUCING OUR FIRST PEOPLE STRATEGY

We know that every healthcare worker at Health PEI is here because they want to help support patients, clients, residents, their families, and our communities. PEI is a special place and it is not unusual for patients to be our own friends and family members, which makes the work we do even more meaningful. Because of this we were very intentional about our new mission: Our valued health team working with Island communities to deliver inclusive, innovative and person-centered care to all. The focus was about valuing our health team because we know that we cannot care for our communities without all of our healthcare workers. We also know that no matter whether you are on the frontline working with patients or behind the scenes supporting those frontline workers, each and every healthcare worker here at Health PEI is equally important in fulfilling our mission.

The People Strategy outlines what we need to do to support our healthcare workers and promote a safe, healthy, and positive workplace. It will set out a path for us to follow to ensure we are doing our job in Human Resources to care for those who care for our communities. Because it is the first People Strategy you will see that much of the work is foundational. As we move forward we will continue to build on the Strategy and make Health PEI a workplace our people are proud of and where our healthcare workers feel safe, respected, valued, and recognized. This first People Strategy is our starting point and outlines the key priorities we need to focus on so that we can create an environment where our workers can thrive – knowing their voice matters and they will be supported to reach their full potential.

This People Strategy has been developed over the last year. It has taken this amount of time because our first and most important job was to listen. We hope that every healthcare worker at Health PEI hears their voice in the actions we developed as a part of this first People Strategy and feels that their concerns and priorities they have taken the time to share with us have been incorporated.



# MESSAGE FROM THE CEO

I am very pleased to write an introduction to our first Health PEI People Strategy. Since becoming your CEO, a year ago, I have heard a great deal about the internal and external challenges of working in our healthcare system. Between meeting with frontline staff, union leadership, hearing from our Board of Directors and Health PEI leadership, and the many messages from Islanders, it is very clear that we need to bring about serious changes if we are going to get to a stable, well-functioning healthcare system.

The start of this change was signaled in the central role our Health PEI team members occupy in our vision statement: Healthy Teams, Healthy People, Healthy Island Communities. This vision has guided us towards our recent Employee Engagement Survey (EES) and the People Strategy that you have before you. We wanted to hear from our teams in our EES to know where you currently are in your relationship with Health PEI and I am very happy to say that you gave us your unfiltered feedback. The EES clearly told us that we have a great deal of work to do—while this is obviously not a good place to be, the fact that you told us this with a much higher response rate than in the past, gives me hope.

Using the results from the EES, we were able to begin to look at the key areas we need to improve upon, and that has led us to the People Strategy. I hope you will see that this strategy aims to address the historic issues you have raised over the years. A happy and

healthy workforce that is proud to call Health PEI home is a key way out of the situation we are in. Only by addressing why staff leave Health PEI, such as longstanding cultural issues, lack of responsiveness, inadequate recognition and many other issues, will we be able to have a stable workforce that is able to recruit others to join the team.

Significant changes take time—in an organization the size of Health PEI, it may take us several years to get to where we need to be. Many small changes are already happening in our system, but I also know it will take a while for everybody to experience them. I am hopeful that with the release of this People Strategy, you will begin to believe that Health PEI doesn't need to stay as it is, but rather can be so much more.

Sincerely,



**Dr. Michael Gardam**  
CEO, Health PEI



# INFORMING THE PEOPLE STRATEGY

While the Health PEI Strategic Plan was an important component in the development of the People Strategy, we also spent the last year doing surveys, research and consultation to ensure it was developed to reflect the voices and perspectives of our workers, stakeholders and partners. Through all of this work, we knew that one of our most important sources of information would be our 2022 Employee Engagement Survey. We want to acknowledge the over 50% of Health PEI workers who took the time to participate and have used this valuable information to form and shape our priorities for the next three years. In addition to this survey, we also conducted and used other surveys including HR Stakeholder Surveys conducted with Frontline Leaders, Senior Leaders and Union Partners; an internal HR Governance Survey and workshops with our HR team; quarterly Exit Survey reports; and our monthly vacancy and recruitment reports. We did make sure to consider other surveys conducted in the recent past such as the 2020 Worklife Pulse Survey and the 2021 Health PEI Exit Interview Project.

We also did significant research on leading people practices from other world-class health care organizations as well as best practice research from companies like McLean & Co., Society for Human Resource Management, Forbes, Gartner, and Deloitte.

We made sure to consult at all levels including: our Executive Leadership Team, the Health PEI Board of Directors and HR Governance Committee, all of Health PEI Leadership, our Human Resources Department, our Union Leadership, and our healthcare workers. We also incorporated feedback from our key partners such as the Department of Health and Wellness and the Public Service Commission.

Making sure we heard from all voices was also important so we consulted with equity seeking groups such as: the Anti-Racism Table, the Task Force for Advancing Gender Equity and Diversity, P.E.E.R.S. Alliance and we plan to do even more consultation in this area as we build out our Equity, Diversity and Inclusion plan.

## KEY LEARNINGS

What did we learn? This consultation has reinforced what we have already known for some time, Health PEI workers, like most healthcare workers are in crisis. As per our 2022 Employee Engagement survey only 32.7% of our workers are engaged. This means over two thirds of our workers are not where we would like them to be. There are several external reasons that are contributing to this including pandemic fatigue and a national healthcare worker shortage. However, the goal of the People Strategy will be to help us focus on the things that we can change as well as identifying and prioritizing the critical areas needing immediate attention and investment.

### What is working well?

- Our passion, our people and workers are caring and dedicated to helping our patients and their families.
- Our commitment to helping and supporting each other.
- Our resilience throughout these challenging and unprecedented times.
- Pride in the work we do and recognizing the healthcare we provide is critical to promoting healthy Island communities.
- The importance of the work we do in supporting our units to run their operations.

### Where can we improve?

- Showing how the work we do links to the overall organizational success.
- Helping healthcare workers to have joy in their work.
- Work life balance and working environment.
- Organizational culture and leadership.
- Ensuring Health PEI has a positive and clear plan for the future.
- Compensation and recognition.

# PEOPLE STRATEGY & THE HEALTH PEI STRATEGIC PLAN

Recognizing the importance of our people is already a top priority and a key focus of the **Health PEI Strategic Plan**.

It is integrated into our Mission which talks about valuing our health team is also a key part of our Vision statement which starts with healthy teams. Why? We know Health PEI needs our people if we are to achieve any organizational goals or objectives and if we are to achieve our goal of providing the care that our Island communities need. For this very reason, People is our first strategic goal. We know that we need to put a priority to “Establish a healthy, safe and high-performing workplace that supports and develops our people.”

How do we accomplish this? This is where our People Strategy will help guide us. **Our People Strategy** will outline **10 KEY PILLARS** that we need to focus on:

## KEY PILLARS

- 1** Organizational Culture and Engagement
- 2** Equity, Diversity and Inclusion (EDI)
- 3** HR Governance
- 4** Occupational Health, Safety and Wellness
- 5** Talent Management
- 6** Classification and Compensation
- 7** Talent Acquisition
- 8** Workforce Planning and Modernization
- 9** Employee and Labour Relations
- 10** Communication and Recognition

We also know that this important work cannot happen overnight and this is why we have outlined these as our key priorities over the next three years. And we also know that three years will not be enough time to fix all of these areas, but we do think that we will be able to focus on making some progress on each of these important pillars. Most importantly, we need to remember we will only be successful if we all focus on working together, as one Health PEI with the common understanding that every healthcare worker no matter their job title or position is critical to our success. If we remember our values of being caring, having integrity, working towards excellence and appreciating diversity there is no reason we can't work together to make meaningful impacts to improve the experience for all Health PEI healthcare workers of Health PEI and the experience of our patients and their families.

# HEALTH PEI STRATEGIC PLAN AT A GLANCE 2021-2024



## VISION

HEALTHY TEAMS, HEALTHY PEOPLE,  
HEALTHY ISLAND COMMUNITIES

## VALUES



### CARING

WE TREAT EVERYONE  
WITH COMPASSION,  
RESPECT, FAIRNESS  
AND DIGNITY.



### INTEGRITY

WE COLLABORATE IN  
AN ENVIRONMENT  
OF TRUST,  
COMMUNICATE  
WITH OPENNESS  
AND HONESTY, AND  
ARE ACCOUNTABLE  
THROUGH  
RESPONSIBLE  
DECISION MAKING.



### EXCELLENCE

WE PURSUE  
CONTINUOUS  
QUALITY  
IMPROVEMENT  
THROUGH  
INNOVATION,  
INTEGRATION  
AND THE  
ADOPTION OF  
EVIDENCE-BASED  
PRACTICE.



### DIVERSITY

WE RECOGNIZE  
AND VALUE THE  
DIFFERENCES OUR  
TEAM AND OUR  
LOCAL COMMUNITY  
BRINGS TO THE  
ORGANIZATION  
THROUGH THEIR  
DIVERSITY IN  
BACKGROUNDS,  
EXPERIENCES,  
CULTURES AND  
BELIEFS.

## ENABLERS

GOVERNANCE AND ACCOUNTABILITY • EVIDENCE-BASED • COMMUNICATION • TECHNOLOGY





# MISSION

OUR VALUED HEALTH TEAM WORKING WITH ISLAND COMMUNITIES TO DELIVER INCLUSIVE, INNOVATIVE AND PERSON-CENTERED HEALTH CARE TO ALL

# GOALS

**PEOPLE**

ESTABLISH A HEALTHY, SAFE AND HIGH-PERFORMING WORKPLACE THAT SUPPORTS AND DEVELOPS OUR PEOPLE.

**QUALITY & SAFETY**

INTEGRATE QUALITY AND PATIENT SAFETY INTO THE CULTURE OF THE ORGANIZATION.

**ACCESS & COORDINATION**

PROVIDE QUALITY, EQUITABLE AND PATIENT-FOCUSED CARE ACROSS THE PROVINCE.

**INNOVATION & EFFICIENCY**

DEVELOP NEW AND INNOVATIVE APPROACHES TO IMPROVE EFFICIENCY AND UTILIZATION OF HEALTH CARE RESOURCES.



# ORGANIZATIONAL CULTURE & ENGAGEMENT

DEFINE AND IMPLEMENT A CLEAR ORGANIZATIONAL CULTURE TO PROMOTE THE DEVELOPMENT OF A HIGHLY ENGAGED WORKFORCE.

## ACTIONS

- ✓ Define cultural competencies for employees, leaders, and executives and embed into talent management practices (e.g. hiring, recognition, performance evaluation).
- ✓ Conduct regular employee engagement & pulse surveys (every year) and execute/confirm action plans at the organizational and departmental levels.
- ✓ Conduct and review the results of new hire and exit interviews in order to identify areas to improve the onboarding and retention of our people.
- ✓ Implement the “Just Culture” health care framework to support a learning culture and psychological safety.
- ✓ Establish a clear Employment Brand and Employee Value Proposition for Health PEI.



## WHY IS THIS IMPORTANT?

Like every organization, Health PEI has an organizational culture. This needs to be intentional if we want it to help to improve and transform Health PEI.

Enables the organizational culture to be cohesive and helps to decrease division and silos.

Supports better organizational outcomes as Health PEI cannot achieve its other strategic operational goals without focusing first on our people.

Improves brand identity which helps to attract top talent who are looking to work for organizations with similar values as their own.

Contributes to the creation of a culture focused on performance but not just performance based only on what we do but also how we do it and guides all workers (and leaders) on expected behaviours.



# EQUITY, DIVERSITY, & INCLUSION (EDI)

ENSURE HEALTH PEI IS WORKING TO REFLECT THE PATIENT POPULATIONS WE SERVE WHILE PROVIDING AN EQUITABLE AND INCLUSIVE ENVIRONMENT FOR ALL HEALTHCARE WORKERS.

## ACTIONS

- ✓ Create and implement a strategic plan to support diversity, equity and inclusion at Health PEI based on data from surveys and focus groups.
- ✓ Facilitate a Health PEI Diversity, Equity and Inclusion Council open to all equity seeking groups on PEI. The goal of this council will be to provide input and advice; make recommendations; and participate in governance model for our strategic plans.
- ✓ Create an employee navigator function to help address and resolve worker/ leadership issues in a way that is safe for workers.
- ✓ Update Health PEI EDI policies.
- ✓ Provide EDI training to all staff starting with leadership.
- ✓ Support employee-driven EDI initiatives including groups and events.
- ✓ Embed diversity, equity and inclusion into Health PEI talent management practices (e.g. hiring, performance management).



## WHY IS THIS IMPORTANT?

Diverse health workforces contribute to better patient outcomes by reducing language barriers, differences in cultural norms & expectations, and conscious & unconscious bias that may contribute to negative patient interactions.

Increases our ability to attract and retain employees with diverse backgrounds.

Diverse workforces improve organizational outcomes as a result of better innovation and problem-solving.



# HUMAN RESOURCES SERVICE EXCELLENCE

DEFINE AND IMPLEMENT CLEAR AND CONSISTENT HR POLICIES AND PROCEDURES ACROSS HEALTH PEI WITH THE GOAL OF IMPROVING WORKER (AND LEADER) EXPERIENCE.

## ACTIONS

- ✓ Define and implement clear and consistent HR policies and procedures across all Health PEI sites with the employee experience in mind.
- ✓ Create processes for tracking compliance ideally using system-based solutions such as PeopleSoft HRIS and a Learning Management System.
- ✓ Identify clear HR Service Level Agreements for Health PEI with key accountabilities and turnaround times.
- ✓ Creation of a centralized HR Service Desk to better address HR issues.
- ✓ Ensure Payroll and HR administrative processes are being completed accurately and consistently.
- ✓ Review HR structure to ensure effective leadership and oversight.
- ✓ Ensure the appropriate documentation and retention of employee files. Implement an online document storage solution to replace paper-based employee files.



## WHY IS THIS IMPORTANT?

Provides a better worker (and leader) experience by supporting the consistent treatment of our workers ensuring fairness, transparency and equity.

Communicates the values and expectations for how things are done and improves organizational trust.

Helps leadership to make decisions that are consistent, uniform and predictable.

Keeps the organization in compliance with legislation and best practices and improves accuracy.



# OCCUPATIONAL HEALTH, SAFETY, AND WELLNESS

**PRIORITIZE PHYSICAL AND PSYCHOLOGICAL SAFETY TO PROMOTE THE OVERALL HEALTH AND WELLNESS OF OUR HEALTHCARE WORKERS.**

## ACTIONS

- ✓ Create and implement a cohesive program to support violence prevention.
- ✓ Create and implement a Return-to-Work program that supports and accommodates employees to return to work efficiently and safely.
- ✓ Centralize the occupational health program to ensure consistent onboarding, compliance, and support across all Health PEI sites.
- ✓ Create a safety program to ensure consistent safety support across all Health PEI sites with a focus on proactive prevention, training and auditing compliance.
- ✓ Create a centralized reporting and tracking system for all employee incidents including safety incidents and near misses, management complaints, and worker to work violence (bullying, harassment, inappropriate behaviours).
- ✓ Design, implement and execute on a retention and wellness strategy.



## WHY IS THIS IMPORTANT?

A focus on violence prevention and safety will mean less of our workers are injured or ill due to preventable events.

Safety and violence prevention programs create an environment where improvements and innovation in these areas are encouraged and implemented.

Research shows the longer a worker is off work, the less likely they are to return. A collaborative and supportive approach to return to work helps everyone.

A focus on safety and wellness improves employee engagement, retention, and productivity.

Workplaces that promotes safety and wellness have more organization trust and a better reputation.



# TALENT MANAGEMENT

**CREATE A ROBUST TALENT MANAGEMENT PROGRAM TO DEVELOP AND RETAIN OUR HEALTHCARE WORKERS WHILE MEETING THE CURRENT AND FUTURE WORKFORCE NEEDS.**

## ACTIONS

- ✓ Create and implement a modern performance management program for all non-union workers employees that includes goals, competencies and development.
- ✓ Create and implement an attainable performance management program for unionized workers that focuses on competencies and development.
- ✓ Implement a robust succession planning program for leadership and hard-to-fill individual contributor roles leveraging best practices (e.g. 9-box methodology).
- ✓ Create a program to develop our healthcare workers for future career growth which leverages training, mentorship, and internal talent mobility.
- ✓ Design and implement a leadership development program that builds the competencies the organization needs now and in the future with the aim of improving retention and engagement through effective development and performance management.
- ✓ Create and implement robust onboarding & orientation programs which provide positive employee experiences.
- ✓ Create and implement agile change management programs to enable organizational growth.



## WHY IS THIS IMPORTANT?

Feedback and coaching are highly related to employee engagement and retention. Our workers want to get the feedback they need to excel and develop.

Talent management programs provide an on-going opportunity for recognizing our workers in a timely and meaningful way.

Having pathways for growth and development is important for retaining our workers.

A focus on talent management is critical to creating a positive candidate and employee experience.

In today's health care environment, change is inevitable. We need to invest in our workers so they can continue to be engaged and resilient.



# COMPENSATION & CLASSIFICATION

DEVELOP COMPENSATION PROGRAMS THAT ENABLE THE HIRING AND RETENTION OF TOP TALENT.

## ACTIONS

- ✓ Work with the Public Service Commission (PSC) to improve the classification process for Health PEI jobs.
- ✓ Review and evaluate the job evaluation framework for Health PEI.
- ✓ Address compensation gaps around overtime, standby, and call back compensation for all healthcare workers.
- ✓ Create a performance-based culture by replacing the current step-progression model with a modern pay-for-performance increase model for excluded workers and leadership.



## WHY IS THIS IMPORTANT?

Increases the ability of Health PEI to attract and retain top talent.

Ensures fair and transparent compensation processes and pay equity compliance across the organization.

Promotes a performance-based culture.

Improves organizational trust and employee engagement.





# TALENT ACQUISITION

DEVELOP PROGRAMS AND PROCESSES TO ATTRACT TOP TALENT TO HEALTH PEI AND TO ENSURE THE TIMELY HIRING OF NEW WORKERS.

## ACTIONS

- ✓ Work with strategic partners, such as the Public Service Commission and the Department of Health and Wellness, to create an efficient and effective hiring process with a focus on time-to-fill, candidate experience, attraction of top talent and development of talent pipelines.
- ✓ Support the implementation of a modern Applicant Tracking System (ATS) ensuring a positive candidate and leader experience and provides key data and analytics.
- ✓ Develop a student recruitment, onboarding, and retention program to develop talent pipelines.
- ✓ Design, develop and implement a cohesive volunteer program for Health PEI (leveraging our existing successful volunteer site level programs).
- ✓ Develop strategies to attract top talent for non-clinical and leadership roles to Health PEI.



## WHY IS THIS IMPORTANT?

Enables the organization to meet its goals and objectives by having the right people in the right roles.

Improves retention of our workers by reducing workload and burnout caused by staffing shortages.

Better access to the metrics and data improves our ability to compete for talent and helps us to capitalize on our investments.

Develops future talent pipelines by leveraging student placements and volunteers.

Improves the candidate experience and reputation of Health PEI as an employer of choice.





# WORKFORCE PLANNING

IMPLEMENT SYSTEMS TO ALLOW FOR THE PROPER COLLECTION OF HR DATA WHILE PROMOTING THE USE OF HR METRICS AND ANALYTICS TO MAKE EVIDENCE-BASED PEOPLE DECISIONS.

## ACTIONS

- ✓ Promote the use of metrics & analytics to enable Health PEI to make evidence-based decisions about its people.
- ✓ Implement the appropriate technology to provide Health PEI with the human resources data it needs to plan for current & future people needs while providing a positive employee experience. This includes: Applicant Tracking System (ATS), Intranet/Internet, Learning & Document Management Systems, Scheduling and Shift Call-Out, Onboarding, Performance Management, Succession Planning, Help Desk, Recognition, HR Diagnostic Tools and Employee/Manager Self-Service.
- ✓ Work with the Department of Health and Wellness to create a Provincial Clinical and Preventive Services Plan for PEI leveraging established research to create algorithms for models of care and staff to patient ratios.
- ✓ Support leaders in using HR data to stabilize their workforce by adjusting staffing ratios, models of care, and scheduling practices.



## WHY IS THIS IMPORTANT?

Enables process improvement by providing the information required to make evidence-based decisions.

Improves efficiency and accuracy as manual processes are time consuming and lead to data integrity issues.

Allows us to leverage the full scope and availability of our current workers, as well as, identify gaps and prioritize recruitment efforts.

Provides better compliance and adherence to best practices.

Improves employee and candidate experience by making HR tasks easier to accomplish.



# EMPLOYEE AND LABOUR RELATIONS

PROVIDE PROACTIVE ADVICE FOR LEADERS IN THE MANAGEMENT OF OUR MOST IMPORTANT ASSET, OUR PEOPLE. PROVIDE SUPPORT FOR HEALTHCARE WORKERS TO ENSURE THEY ARE RESPECTED AND VALUED. MAINTAIN STRONG RELATIONSHIPS WITH OUR LABOUR UNIONS.

## ACTIONS

- ✓ Ensure the timely investigation and resolution of all labour relations issues to give healthcare workers and leaders the support they need.
- ✓ Timely negotiation of all applicable Collective Agreements that takes a strategic lens to address the needs of the organization.
- ✓ Provide training to leadership on the interpretation and application of Collective Agreements and labour relations practices.
- ✓ Introduce a technology solution to allow for the tracking of all issues along with a searchable database to allow for knowledge sharing and understanding of past practices.
- ✓ Maintain productive relationships with labour partners.
- ✓ Ensure the fair and equitable treatment of all healthcare workers leveraging the Just Culture approach for discipline and through the consistent application of effective HR policies and procedures.
- ✓ Support leaders and workers in effectively dealing with conflict, complaints, and administrative issues.



## WHY IS THIS IMPORTANT?

Improves relationships with our labour partners by focusing on our common priority, our Health PEI workers.

Builds on organization culture by improving psychological safety of workers.

Focuses on learning from mistakes and issues rather than assessing blame on workers.





# COMMUNICATION AND RECOGNITION



INFORM, ENGAGE, AND RECOGNIZE OUR PEOPLE  
IN A WAY THAT IS MEANINGFUL AND TIMELY.

## ACTIONS

- ✓ Work with Communications to create a leadership and worker engagement framework through in-person or virtual meetings to allow for meaningful engagement with all of our people in a safe space.
- ✓ Work with Communications to create, launch and maintain an Intranet/Internet to allow for clear and consistent communication across the organization and provides all leaders and healthcare workers with the information they need.
- ✓ Create and implement a robust recognition program, in addition to, long-service awards, performance-based cultural competency, and peer recognition programs.



## WHY IS THIS IMPORTANT?

Improves engagement and outcomes by providing mechanisms to communicate and consult with our leaders and workers.

Leads to a better employee experience by allowing our healthcare workers to contribute to meaningful changes.

Improves retention by celebrating our successes and recognizing our healthcare workers.

Builds a better brand and reputation by making Health PEI a more positive place to work.

Improves employee and candidate experience by making HR tasks easier to accomplish.





A NEW PATH  
**FORWARD**

# WORKING TOGETHER

The **Health PEI People Strategy** is ambitious, we have 10 main pillars all of which are important but interrelated. The implementation of the **People Strategy** will take time, but our work has already begun, and we hope that you are seeing some of the changes.

We know that we also have a challenging environment with different services (hospitals, long-term care, home care, primary care, mental health and addictions); many different sites and facilities (over 70) and a large workforce that is continuing to grow.

Our goal is not to complete all of the action items under each pillar of the **People Strategy** (as we know a lot can change over a year) but only to make some significant progress in each area. Some of the action items will be more difficult than others and some will take more time to complete but again, as long as we are making progress we are moving forward in the right direction. One thing we can be sure of is that we will need the support from everyone in the organization and all of our key stakeholders to make this happen.

Change can be exciting but also challenging – we will need to keep in mind that the end goal is to take better care of our people so they can continue to take care of our communities. We have already faced many challenges (a pandemic, severe weather events, and critical staffing shortages) and we know that we will continue to face adversity in the future.

Working together we will continue to rise to these challenges and make progress to a better Health PEI for all of our workers so we can continue to meet the evolving needs of our patients and communities.



## MEASURING OUR PROGRESS:

Some of the Key Performance Indicators we will use to measure our progress along the way are:

- Improved Employee Engagement Survey participation and results.
- Improved results and participation in our HR Stakeholder Surveys.
- Reduced vacancy rate.
- Increased time to fill while maintaining a focus on hiring the right people.
- Improved employee experience by implementing/expanding the use of Exit Surveys and New Hires Surveys.
- Improved retention and a lower turnover rate.
- Reduction in absenteeism and time off of work due to illness and injuries.
- Improved safety and workplace violence reporting, with a reduction in incidents and increase in reported hazards and near misses.
- Increased participation in surveys, focus groups, and consultations sessions.

Thank you to everyone who took the time to contribute to the development of this **People Strategy** whether it was through responding to a survey, participating in a consultation session, or even taking the time to send an email, all feedback was appreciated. Thank you to our Board, the HR team, Health PEI leadership, all of our current and future partners and stakeholders, and of course every healthcare worker who against all obstacles, continues to dedicate themselves to helping others.

*Prepared by:* Tracy Wolbaum, Executive Director, Health PEI, November 2022



# Health PEI

PO Box 2000 • Charlottetown, PE • Canada C1A 7N8