

External and Internal Environmental Assessment (read top to bottom)	Specific AHS Strategic Priorities that Guide the HR strategy (read top to bottom)	HR Strategic Goals to Address Assessment and AHS Priorities	Strategic Initiatives	Timing
<p>(read top to bottom)</p> <ul style="list-style-type: none"> • Significant proportion of workforce expected to retire over next 5-10 years: <ul style="list-style-type: none"> - Worldwide need for talent makes Workforce redesign necessary • Intergenerational workforce is changing expectations of employers • AHS Workforce works more part time than other provinces • Workforce engagement is highly variable throughout AHS • 90% of workforce unionized 	<p>QUALITY</p> <p>Responsiveness to consumers and communities</p> <p>2.1 Patient Experience</p> <ul style="list-style-type: none"> • Foster a culture of patient-focused care throughout the organization <p>Learning and Improving</p> <p>3.1 Learning from Mistakes</p> <ul style="list-style-type: none"> • Create a climate and environment of full disclosure and fair, supportive treatment of staff, physicians, patients and families when unexpected outcomes or “near misses” occur <p>ACCESS</p>	<p>1. Leadership Capacity</p> <p>We will assess and build the depth of leadership talent necessary to support the organizational transformation required and the effective leadership of the organization.</p> <p><i>We will enable:</i></p> <ul style="list-style-type: none"> ▪ Goal setting and performance management process measuring the “what” (results) and the “how” (values applied) ▪ A Leadership development program - right competencies for various leadership levels ▪ A Leadership succession planning process ▪ The development of fundamental skills on how members of our leadership team can enable “change” 	<ul style="list-style-type: none"> ▪ Performance management process for VPs and above ▪ Change Leadership tools for Senior Leadership ▪ Leadership competencies for all Managers through EVP approved ▪ Succession planning process for VPs and above established. ▪ Leadership development program developed for implementation ▪ 360 feedback process for VPs and above approved 	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>June 2010</p> <p>September 2010</p> <p>November 2010</p>
<ul style="list-style-type: none"> • Workforce engaged in functional work vs. longer term goals of AHS <ul style="list-style-type: none"> - Work focus is at unit level • Leadership promoted by technical competence vs. leadership competencies. <ul style="list-style-type: none"> - Lack of systematic plan to develop leaders • Lower risk tolerance for change at all levels of the organization <ul style="list-style-type: none"> - based on health care education and experience • Need for increased “business” skills (budgeting, goal setting, managing/measuring for results) <ul style="list-style-type: none"> - Need for clear accountability - Need for robust management training tools from HR 	<p>Fit for the future</p> <p>6.1 Balance Workforce Skills with Need</p> <ul style="list-style-type: none"> • Ensure optimal deployment and utilization of skills and knowledge of all health care providers • Determine appropriate numbers and types of staff that are matched to patient needs for care • Realize full benefit of nurse practitioner services and other advanced practice professionals such as midwives. Ensure use of LPNs and HCAs to full scope of practice and broader utilization where appropriate • Develop a targeted approach to recruitment focusing in areas of greatest need (specialty and geography) • Improve co-ordination with education institutions to ensure that there is an adequate workforce with skills to meet current and future needs 	<p>2. An Engaged Workforce</p> <p>We will create an environment conducive to attracting and retaining a productive and committed workforce to support high quality service delivery and patient satisfaction.</p> <p><i>We will enable:</i></p> <ul style="list-style-type: none"> ▪ One values-focused culture throughout AHS used to guide our decisions ▪ Invest in continued education and growth opportunities for staff ▪ Understanding of workforce engagement and establishment of baseline measures ▪ The role of the manager in attraction and retention ▪ A respectful, healthy and safe work environment ▪ Consistent application of health, safety and employee wellness principles and programs ▪ A clear accountability matrix so all staff understand how they contribute to AHS’s strategic priorities ▪ Consistent AHS compensation programs ▪ Significant improvement in engagement on a year over year basis <ul style="list-style-type: none"> ▪ Employees ▪ Physicians ▪ Volunteers 	<ul style="list-style-type: none"> ▪ “Action your Ideas” recognition program launched - Employees and Physicians ▪ Enhanced staff learning and development strategy ▪ Transition current regional OHS teams to a new corporate structure ▪ Workforce Engagement survey fielded ▪ Operational Workplace Health & Safety network in place ▪ HR indicators developed ▪ Performance management process for Management/ Exempt in place for 2010/11 ▪ Compensation/Benefit Plan for Management /Exempt implemented ▪ Accountability framework for UAH demonstration project in place ▪ Rewards and Recognition Program Developed and Implemented 	<p>Complete</p> <p>January 2010</p> <p>Complete</p> <p>Complete</p> <p>February 2010</p> <p>Complete</p> <p>March 2010</p> <p>July 2010</p> <p>June 2010</p> <p>September 2010</p>

AHS Human Resources Strategy

<p>Principles to guide strategy</p> <ul style="list-style-type: none"> • One AHS values-based culture • HR strategy aligned / supportive of overall AHS strategy: <ul style="list-style-type: none"> • 4 values; 3 goals; 8 areas of focus; 20 strategic priorities • HR strategy requires input and support by the senior leadership team <p>Impact of approved strategy</p> <ul style="list-style-type: none"> • HR's organizational structure defined by the approved strategy • HR's people, processes and service delivery model will evolve to deliver the strategy 	<p>SUSTAINABILITY</p> <p>Workplace of Choice</p> <p>8.1 Staff Retention</p> <ul style="list-style-type: none"> • Support the ongoing education of health care providers to enhance their knowledge and application of emerging evidence, quality improvement methodology, safety practices, technologies and services available • Regularly monitor morale and act on results <p>8.2 Staff and Physician Satisfaction</p> <ul style="list-style-type: none"> • Develop and sustain an energized work environment that supports professional growth and personal satisfaction • Shape the work environment to respond to issues important to staff • Establish opportunities for meaningful engagement and open communication • Create a work environment that promotes safety and wellness 	<p>3. Workforce Optimization</p> <p>We will use innovative models of care focused on the required skills and efficiencies to deliver our health care strategy both today and tomorrow.</p> <p><i>We will enable:</i></p> <ul style="list-style-type: none"> ▪ Effective and efficient systems to schedule and deploy our workforce ▪ A basic understanding for need for change throughout AHS – executive - management - front line - physicians ▪ Consistent and transparent policies and communications ▪ A labour relations environment supporting more effective engagement with our union partners ▪ Recruitment focused on areas of greatest need ▪ Skills required by our future workforce built into curriculum of educational institutions 	<ul style="list-style-type: none"> ▪ Support clinical operations curriculum development with educational institutions ▪ Provincial HRMS project launched (Full implementation February 2012) ▪ Collaborative labour relations strategy developed ▪ Guidelines in place supporting management practices under existing labour contracts ▪ Recruitment Plan developed based on current and forecasted need (both specialty and geography) ▪ Support provincial workforce transformation demonstration project ▪ Change Management module available to front line AHS staff 	<p>April 2010</p> <p>Complete</p> <p>February 2010</p> <p>February 2010</p> <p>March 2010</p> <p>April 2010</p> <p>June 2010</p>
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Note:
 This Strategy has a short time horizon (12-18 months) to reflect the importance of developing a strong foundation to support our leaders and staff in achieving AHS's Goals and reflecting our Values. This foundational strategy will lead to supporting AHS's ability to:

- Integrate research and evidence into new ways of practice
- Develop innovative career laddering opportunities
- Support multidisciplinary team care delivery
- Support continuous learning opportunities and a constant quest for improvement