



Holland Blo^orview
Kids Rehabilitation Hospital

Thrive together

People strategy 2020–2023

Our commitment to our people

Dear Colleagues,

Holland Bloorview Kids Rehabilitation Hospital has earned a global reputation for fostering excellence, equity and innovation in our work. We are proud of our recognized expertise in client and family-centred care, our world-class research, treatment and technology, and our renowned efforts to drive social justice for children and youth with disabilities. Significant achievements, all – and all thanks to our dedicated people.

Over the next three years our aim is to reach even higher. Our five-year strategic plan, No Boundaries, outlines our strategy to take Holland Bloorview, in partnership with our Foundation colleagues, to the next level. Our vision? To create the most meaningful and healthy futures for all children, youth and families.

We are excited about our potential and also recognize that progress is not possible without an engaged and inspired workforce, comprised of motivated individuals whose talent, compassion and hard work combine to make our shared goals and vision a reality.

Our people strategy is a framework for how we will mobilize people and teams in the coming years, to achieve the goals of our strategic plan. Our aim is to ensure the right individuals and organizational strategies are in place to fuel our collective ambitions.

As we work together to advance our mission and vision, you can be assured that your leadership team is committed to nurturing and facilitating an empowering environment where all employees feel valued, are engaged, and can grow to their full potential.



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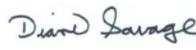
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Our people – more than 1,000 dedicated employees – are the engine that drives Holland Bloorview, making it the innovative, compassionate and truly special place that it is.

Our people planning process

At Holland Bloorview we recognize that our people are our most valuable asset and have the greatest potential to impact success. It's for this reason that people planning has become an integral part of our strategic planning process, and vital to our ongoing success as an organization. People planning is a process that involves assessing our current and future needs, and identifying strategies to ensure that the right people, systems and structures are in place to meet our objectives.

What is the goal of our people strategy?

The goal of our people strategy is to mobilize people and teams, by setting out to:

- Link Human Resources strategies directly to our strategic plan
- Positively impact employee engagement, recruitment, retention and development.
- Bring our values to life

How did we develop our people strategy?

The process of informing and building our people strategy was robust and multifaceted.

We reviewed and assessed the success of previous people strategies implemented at Holland Bloorview, and identified the best internal practices to build upon. We also conducted a series of environmental scans to better understand the key influences with the potential to impact our success – including political, legislative and economic trends, client and family needs, changing workplace demographics, emerging service delivery models, and workplace culture drivers.

We then evaluated our current organizational design, system strengths and limitations, and talent mix, and incorporated valuable feedback from our employee engagement surveys. Finally, we engaged with our stakeholders directly, using a variety of strategies including one-on-one interviews with employees, family leaders and members of the senior management team. The insights gleaned from all of these sources, mapped against our aspirations for the future, helped us to identify emerging themes and areas of opportunity.

Our people strategy is a result of all of these efforts. It outlines our people priorities, enablers and key action areas.

Our people strategy was developed with valuable input from employees, department leaders, and each member of the senior management team.

Our people strategy

At its core, our people strategy focuses on our commitment to three important people priorities: 1) Health and wellness, 2) Growth and development, and 3) Attraction and retention. Together, these form a holistic aspiration for each and every employee at Holland Bloorview.

Our people priorities are fueled by three enablers – Partnership and collaboration, Equity, diversity and inclusion, and Technology and data – and realized through our values: courage and resilience, compassion, excellence, equity, and innovation.



About our enablers

Partnership and collaboration

Holland Bloorview's ability to grow collaborations across the continuum of care, within the hospital and throughout the system, will enable our people priorities by bringing systems, processes and models of service delivery together to achieve better health outcomes.

Technology and data

Holland Bloorview's state-of-the-art technology and data systems will enable our people priorities by equipping our workforce with the tools they need to excel at their jobs. Modern digital solutions have the potential to knock down silos, mobilize teams, simplify care experiences for clients and families, and support innovation across the organization.

Equity, diversity and inclusion

Holland Bloorview's commitment to fostering an equitable, diverse and inclusive workplace culture and environment, through implementation of our Equity, Diversity, and Inclusion (EDI) Policy, will inform people priorities and address organizational education and training needs. Adherence to Holland Bloorview's EDI lens will drive our wider social objectives to identify, remove and prevent systemic barriers faced by marginalized communities, including people with disabilities, Indigenous peoples and others.

Health and wellness

OUR COMMITMENT: Foster a compassionate and healthy workplace that provides quality, safe care through the promotion of health and the prevention of harm.

Employee health

We will:

- Increase and promote healthy lifestyle resources and evolve programs of compassion and resilience to support the physical and emotional wellbeing of employees.
- Develop and roll out an employee mental health strategy to support the emotional wellbeing of employees.
- Optimize our workspace to increase client and collaborative space, create more shared and bookable space, and improve staff mobility through greater use of technology.

- Standardize and strengthen our programs of attendance support, ability management, workplace accommodation, and return to work to ensure our employees are safe and supported through challenging circumstances.

Safe work environment

We will:

- Continue to advance employee safety and prevention programs to minimize risk, harm, illness and injury to employees working on site, in the home, and in the community.

Our approach to employee health and wellness is guided by thoughtful action planning, ongoing collaboration with employees, and authentic engagement.



Growth and development

OUR COMMITMENT: Nurture and retain people through enhanced personal and professional development opportunities that help employees grow to their full potential.

Employee development

We will:

- Develop an emerging talent program to enable people and teams to continue to provide knowledgeable, compassionate, and safe, high quality client and family centered care.
- Evaluate, enhance and leverage performance feedback approaches to enable ongoing prospective conversations related to personal objectives, career aspirations, development plans and succession planning.
- Actively promote flexible, interprofessional teamwork and secondment opportunities to broaden employee experience, skills and knowledge.

Leadership development

We will:

- Champion transformational leadership through LEADS in a Caring Environment and strengths-based, solution-focused coaching, to equip leaders with the skills they need to lead in our ever-evolving environment.
- Build and standardize a leadership academy with curriculum designed to help leaders manage expected and unexpected situations that may be emotionally charged and ethically challenging.
- Evolve the organizational change management framework to support leaders to champion and orchestrate change in a way that contributes to improvements in leadership, workplace culture and service delivery.

Our aim is to unleash the passion, imagination and growth potential in all of our employees, so that we can collaborate in bold new ways to advance our vision of creating the most meaningful futures for all children, youth and their families.





Attraction and retention

OUR COMMITMENT: Attract, recognize, reward and retain the right people for the job, and cultivate in them a deep passion for and commitment to our mission, vision and values.

Attract the best

We will:

- Ensure our recruitment, selection and promotion processes include strategies that help drive a culture of inclusion.
- Contribute to our wider social objectives to address high unemployment among young people with disabilities through initiatives aimed to help them gain meaningful employment at and outside Holland Bloorview.

Reward and retain

We will:

- Perform a total rewards review, beginning with non-financial programs and offerings. Integrate findings within our total rewards philosophy and associated processes.
- Assess and enhance current HR structures, systems and processes, using advanced data and metric analyses, to best meet the needs of our workforce.
- Develop and implement an enhanced approach to on-boarding and orienting newly hired employees to Holland Bloorview's workplace culture, environment and values.

Our focus on attracting and retaining the best, brightest and right people will help us advance our position as a global leader in the field of childhood disability.





Our mission

In unparalleled partnership with children, youth and families, we deliver outstanding personalized, interprofessional care; maximize function through cutting-edge treatment and technology; co-create ground breaking research, innovation and teaching; connect the system; and drive social justice for children and youth with disabilities.

Our vision

The most meaningful and healthy futures for all children, youth and families.

Our values

Courage and Resilience
Compassion
Excellence
Equity
Innovation

OUR PROMISE: Committed to people and culture

Holland Bloorview's people and culture team is comprised of dedicated professionals who provide business-oriented, client-facing service to meet the diverse needs of the organization. We model excellence and innovation and serve to deliver best practices and solutions through strategic leadership, specialized knowledge, and integral actions to support the Hospital's mission and vision.

We will:

- Operate as a strategic partner to leaders and employees, providing timely, flexible, and solutions-focused service across all areas of the organization.
- Value and celebrate differences and diversity, while upholding the highest standards of equity and inclusion for all.
- Embrace a culture of continuous improvement and spirit of inquiry, creating an environment that fosters quality, safety, creativity and innovation in our ideas, initiatives and the solutions we offer.

Holland Bloorview
Kids Rehabilitation Hospital

A TEACHING
HOSPITAL FULLY
AFFILIATED WITH



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No boundaries