

Last updated

09  
2020

# Our People Strategy 2.0

Table of contents

<a href="#">Message from Our CEO</a>	1
<a href="#">Message from Our Executive Sponsor</a>	2
<a href="#">AHS Strategies</a>	3
<a href="#">AHS Values</a>	3
<a href="#">Who does our Our People Strategy serve?</a>	3
<a href="#">Four areas of focus for Our People Strategy</a>	4
<a href="#">Environmental context for Our People Strategy 2.0</a>	5
<a href="#">Our People Strategy 2.0</a>	6
<a href="#">Our People Strategy Consultations: What we've heard</a>	6-8
<a href="#">Summary</a>	8
<a href="#">Appendix A</a>	9



## *Because We are Stronger Together*

Our people are the heart of everything we do.

They are the reason we're able to provide great care to all Albertans across the province. They do inspiring life-changing work every day and deliver services to our communities with knowledge, compassion and care. They're our past, present and our future.

*Our People Strategy* is one of four foundational strategies that guide Alberta Health Services' (AHS) efforts to sustain safe, high-quality healthcare. Since its inception in 2016, we've enjoyed many successes that prove when our people are engaged in their work, patient care improves. I'm so proud of all of you.

We continue to listen and respond to the diverse voices across our organization to create a workplace where everyone feels safe, healthy, valued and included. We continue to develop innovative programs and resources for our people to access—including the technology, tools and research needed to do our best work. We continue to see our people living AHS' values of compassion, accountability, respect, excellence and safety. We continue to do better, together.

Our refreshed strategy—built on the valuable work done by our people over the last four years—focuses on continuing to support our people during these unprecedented times. As we meet, with strength and spirit, the many challenges and changes our healthcare system faces, such as increased demand, tighter budgets and a need for greater efficiency, I believe our focus on our people is more important than ever.

I know we will rise to these challenges as we always do. I look forward to achieving great things as we work together now and into the future.

Sincerely,

***Dr. Verna Yiu***  
AHS President and CEO





## Our People Strategy 2.0

In 2015, AHS began to explore how our workplace could become safer, stronger and healthier. The result was *Our People Strategy*. As we've continued to see many successes with the strategy over the years, we want to ensure it still resonates with our people.

This past year, we connected with and listened to diverse teams and individuals across the province to ask them what really matters to them, now and in the future. We listened and heard about what we've been doing right—and what we can improve upon.

Our people told us they want to feel empowered, safe, valued, supported and respected. They told us they want help to build their resilience during uncertain times and have access to more learning opportunities. We heard a clear message that we need to keep doing what we're doing to move the organization forward. The result is *Our People Strategy 2.0*.

*Our People Strategy 2.0* continues our focus on creating a safe, healthy and inclusive workplace where we can collectively provide high-quality patient care and support AHS in reaching its full potential. On behalf of AHS' Executive Leadership Team, we would like to thank the many people who contributed to *Our People Strategy 2.0*.

We encourage you to take time to review this document to see where we have been and where we are going. We look forward to our journey as we continue to be stronger, together.

Sincerely,

**Sean Chilton**

**Vice President, People, Health Professions and Information Technology—Executive sponsor of Our People Strategy**

## Paving the Way Forward

Our people are at the heart of everything we do, whether it is the people we care for, or the people providing that care. We take care of our workforce so they can take care of our patients. *Our People Strategy* is how we make that happen.

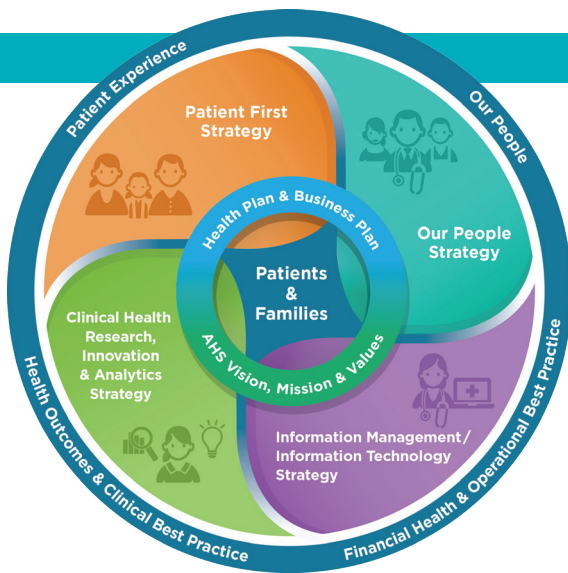
Since its inception in June 2016, *Our People Strategy* has been the foundation for many organizational initiatives that have enhanced the experience of our people and consequently improved patient and family outcomes.

In times of transition and uncertainty, a clear strategy is more important than ever. *Our People Strategy 2.0* builds on the 2016 strategy, continues to integrate the voice of our people, and aims to adapt to our changing environment.

The year 2020 marks a time of global disruption in many forms. We will leverage these disruptive forces and the lessons learned, to support our people and continue to deliver our promise to them and our commitment to the health of Albertans.



Our values—compassion, accountability, respect, excellence and safety—resonate with our patients, their families and communities. We are stronger together, and by creating a culture that not only includes, but engages all of our workforce in the future of healthcare, we will ensure that, together, we will continue to do amazing things.



## AHS Strategies

*Our People Strategy* is one of the four foundational strategies that guide our efforts to sustain safe, high-quality healthcare delivery for the benefit of all Albertans. These strategies support the AHS vision and values, and flow from the AHS Health Plan and Business Plan. They provide a solid framework for us to respond to the changing needs and demands of healthcare. *Our People Strategy* is critical to the success of an engaged workforce connected to our collective efforts to improve Alberta's healthcare system.

## AHS Values & Competencies

Along with our four foundational strategies that guide and focus what we do, our AHS Values and Competencies direct how we do our work.

Our AHS Values are part of the DNA of who we are—they are foundational to who we are as an organization. Living our values of compassion, accountability, respect, excellence and safety is an important part of performance at AHS.

Our AHS Competencies are sets of behaviours that help us understand how we can live our values. These Competencies translate our values into actions with a focus on knowing ourselves, caring together and contributing daily. Together, our values and competencies provide a picture of what we believe in and how we should act.

compassion	We show kindness and empathy for all in our care, and for each other.
accountability	We are honest, principled and transparent.
respect	We treat others with respect and dignity.
excellence	We strive to be our best and give our best.
safety	We place safety and quality improvement at the centre of all our decisions.

## Who does Our People Strategy support?

We are Alberta's largest employer and one of the largest in Canada. We are a team of more than 125,000 staff, physicians and volunteers working together to deliver quality healthcare to Albertans.

We live in various rural and urban communities, working 24 hours a day, seven days a week, 365 days a year. Our people are comprised of more than 103,000 employees, 14,500 volunteers and almost 9,100 physicians. We are nurses, researchers, physicians, midwives and innovators. We are paramedics, social workers and administrators. We are healthcare aides, volunteers, porters, cooks and more. We work at 850 facilities in 145 communities across the province,

including hospitals, urgent care centres, clinics, continuing care facilities, cancer centres, mental health facilities and community health sites.

Our people bring their own values and stories to the workplace based on their professional training and personal experience. But it is our shared AHS Values that connect the rich diversity of our people in an inclusive, effective workforce. It is these shared core values that provide us with a common understanding of what's important, and guide our actions and interactions in support of providing healthcare that is truly patient focused and family-centred.





## Four areas of focus for Our People Strategy

### Our Culture

The deeply held beliefs of how our work should be done, inspired by our clear vision, shared purpose and common goals.

### Our People

The rich diversity of individuals throughout the organization is energized by our values and supported by various programs and services. When our people feel engaged and supported they provide better care experiences.

### Our Leaders

Excellent leaders who bring out the best in their teams and contribute to the growth of the organization. People thrive when work is challenging and purposeful, when they feel empowered to make decisions, and also have the ability to lead. Our leaders make this happen.

### Our Workplace

A continuing focus on developing a safe, healthy and inclusive workplace where our people can bring their whole selves to work.

## Environmental Context

Throughout the year, we regularly connect with our people to gather feedback and insight on the effectiveness of *Our People Strategy* initiatives. In 2019 we connected with our people through Our People Surveys and consultations with councils, advisory groups, forums, and communities of practice. Along with the feedback received, there are a number of internal and external factors we have considered in *Our People Strategy 2.0*. They will continue to drive us to be agile, creative and relevant with our people programs.

### External

- Global recession
- Response to COVID-19 and after effects
- Advances in technology and artificial intelligence (AI) that will affect our future of work and provide opportunities to do our work differently
- Increased call to action to address racism, intolerance and inequity

### Internal

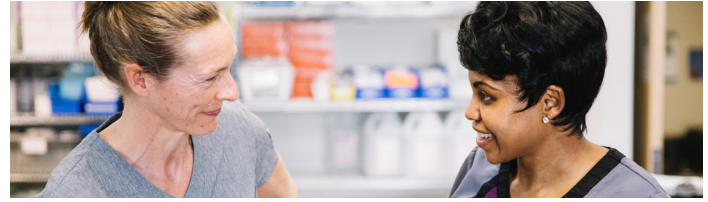
- Competing priorities
- Increased financial restraint
- Ensuring our programs and offerings are relevant to all generations
- A strong employee voice, our people want to contribute to the innovation
- Align our work with AHS review initiatives

## Guiding Principles that will help direct Our People Strategy

- **Live and lead** with AHS values and competencies
- **Leverage** the innovation opportunities, including those provided by COVID-19, the AHS review and budget constraints
- **Simplify, streamline and improve** all we do for our patients and workforce
- **Evaluate, improve, and spread** people practices
- **Work with technology** to advance our care—AI, Connect Care, virtual connections
- **Develop** our leaders for the present and future
- **Incorporate** future-focused work concepts and encourage growth mindset
- **Incorporate** the voice of our workforce
- **Renewed** focus on the experience of our people
- **Ensure** that we foster a safe, healthy and inclusive workplace with an enhanced focus on mental wellness and resilience



# Our People Strategy 2.0 (2020–2023)



The first four years of *Our People Strategy* built a solid foundation for the future of programs and initiatives that will continue to support our people. The people strategy focuses on four areas: Our Culture, Our People, Our Leaders and Our Workplace.

**The overall goal is to create a safe, healthy, and inclusive workplace where we can bring our whole selves to work and support our people in reaching their full potential thereby providing high quality patient care.**

We are now at a unique time in AHS history—the organization has gone through an extensive review by the government resulting in over 50 recommendations for change, there is ongoing fiscal restraint to meet financial targets, we are continuing to respond to the massive COVID-19 pandemic, and, in the process we have learned some valuable lessons about how and what we do. There is no doubt that the next few years will be transformational for AHS as we adjust to the changes and remain dedicated to delivering outstanding healthcare to Albertans.

A robust people strategy will ensure that our people don't just survive the changes and disruption but actually thrive and continue as engaged partners. During times of transformation and uncertainty, our clear sense of purpose, our values and our strategic vision will guide and support our people.

## What We Have Heard



### About our culture



#### New areas of focus

- Focus on improving the experience of our people.
- Use AHS Competencies as a strategic tool to help connect our people to our values-based culture.
- Simplify and streamline our work.



#### Work that will continue

- Clarity on our vision, mission, values, goals and priorities has been realized by the organization.
- Visibility, transparency, communication and engagement from executive and senior leaders are important and valued.
- Our decision-making is guided by our values, competencies, patient experiences and patient outcomes.
- Continue to be aware of AHS' role in serving the public. Transform and adapt to current events, and develop a future-ready workforce.
- Continue to improve our communications to connect our workforce with our collective efforts.
- Our culture will remain respectful of the people side of change to ensure meaningful change is realized and sustained.



## What We Have Heard (cont'd)



### About our people

#### New areas of focus

- Continued focus on our people as we incorporate advances in technology.
- Support the development of a 'growth mindset' and environments that encourage problem solving, learning and innovation.
- Live and lead with our AHS values; demonstrate AHS competencies and use them as a common thread across our people processes.
- Appreciate the uniqueness of our people and deliver a meaningful personalized experience in recognition, learning and development.

#### Work that will continue

- We simplify and streamline learning to ensure efficiency and relevance.
- We have a workplace that fosters development conversations and the role of leaders as coaches.
- Standardize professional practice and support for our people to guide excellence.



### About our leaders

#### New areas of focus

- Support a consistent approach to developing our leaders for today and tomorrow.
- Create a more integrated methodology to identify and develop our future leaders.
- Continually gather feedback from our workforce, patients and families to guide our work.

#### Work that will continue

- We offer instrumental leadership development programs and expect our leaders to act and make decisions that align with our values and principles.
- We equip leaders with the knowledge and skills to better manage and lead change.
- We continue to reduce the administrative workload for front-line leaders and streamline practices.
- We simplify authority and decision-making to manage costs and people resources with an ongoing effort to increase their accountability.
- We support leaders in their communication and accountabilities to improve engagement, and health and safety.
- We give clarity around the services provided by corporate departments such as Human Resources, Finance and Information Technology (IT).

## What We Have Heard (cont'd)



### About our workplace

#### 🔍 New areas of focus

- Continue our ongoing commitment to diversity, inclusion, cultural competency and sensitivity to continue to create safe and inclusive workplaces.
- Increase psychological safety, mental health and wellness supports to help build a resilient workforce to deliver safe and efficient patient care.
- Incorporate the concept of “joy at work” into our workplace.

#### ➔ Work that will continue

- We continue to support safe, healthy, respectful and inclusive workplaces.
- We reduce health and safety risks through infrastructure planning and improved security at clinical sites.
- We continue to support a clear approach to communicable disease management.



## Summary

*Our People Strategy* identifies who we are, what we do and how we do it. An effective people strategy will ensure our people have fulfilling careers, are contributing to our future, and know they are an essential part of delivering exceptional care to Albertans.

We are stronger together and by creating an inclusive culture that engages our people in the future of healthcare, we will ensure that together, we continue to do amazing things.



# Appendix A Top Employer Awards

Updated September 2020

Table of contents

<a href="#">Top Employer Awards</a>	1
<a href="#">More on our demographics and who we are</a>	1

Together, we do amazing things every day. For the third year in a row, AHS has been named one of Canada's Top 100 Employers, one of Alberta's Top Employers and one of Canada's Top Employers for Young People. AHS has also gained recognition as one of Canada's Best Diversity Employers for 2019 and 2020 and received the Excellence in Diversity and Inclusion award from the Canadian College of Health Leaders. We take great pride in these awards as they represent the success of *Our People Strategy* in developing practices that make AHS a great place to work. Our wish would be for all of our workforce to have a top 100 experience.

## More on our demographics and who we are

Demographics are shifting and we are becoming more diverse which may impact our future of work. It is expected that in five years 75% of our workforce will be in the millennials/generation Y category (people born between 1980 and 2000). AHS conducted a Diversity and Inclusion Census in June 2018 and out of 26,000 respondents, 30.8% were in the millennials/generation Y category. Additionally, the data concluded that 7.0% identified as LGBTQ2S+, 3.7% identified as Indigenous, 22.4% were born outside of Canada, and 20.1% speaks another language other than English. Our continuous actions to be inclusive have such a tremendous impact on creating diverse, safe and healthy workplaces where our people can bring their whole selves to work. Our diverse workforce is comprised of many roles and occupations that include:

### Clinical

- There are a number of healthcare roles including nursing, health care aides, occupational therapy, physiotherapy, respiratory therapy, diagnostic imaging, and X-ray technology make up the majority of our frontline healthcare workforce. Other regulated professions include audiology, speech-language pathology, social work and some physician groups.
- Many frontline workers are in part-time positions, which can affect workforce supply and demand.
- This workforce is at the forefront of efforts to transform healthcare service and delivery.

### Non-clinical

- Workers in a wide range of critical roles—from nutrition, food, linen and environmental services to contract management and communications—support frontline healthcare.
- They include both unionized and non-unionized positions.
- Their skills can often transfer to other sectors and their exit rate is higher than our clinical workforce.

## Medical Staff

- More than 9,100 physicians, dentists, oral and maxillofacial surgeons and podiatrists make up AHS' medical staff. Depending on their work, they may be directly employed by AHS or have independent practices and businesses.
- Another 3000+ physicians work in the community, including family physicians, pediatricians, and psychiatrists, and have an equally important role contributing to Alberta's healthcare system.
- Our physicians have a variety of roles, settings and relationships, creating both challenges and opportunities.

## Midwives

- Midwifery Services in Alberta are funded through AHS.
- There are roughly 150 registered midwives who have an AHS appointment and clinical privileges.
- Registered midwives are autonomous, primary maternity care providers who provide care to pregnant people and their families from pregnancy, through labour and delivery, and six weeks postpartum.
- Registered midwives work collaboratively alongside maternity care teams across Alberta, and participate in many AHS programs and committees. Midwives in Alberta help enable informed maternity choice, and play an important role in sustainably growing midwifery services across Alberta, especially in rural communities and with our indigenous and targeted populations.

## Volunteers

- Nearly 14,500 volunteers complete the backbone of our organization through the provision of over 1.2 million hours annually.
- Their skills and commitment ensure a focus on patient-and family-centered care making them a valued part of our healthcare team.
- Across the province we have a number of advisory councils comprised primarily of volunteers, that provide ongoing advice and consultation to AHS on a range of topics. We have 12 health advisory councils that provide insight and input on health service delivery, priorities and programs across Alberta. There are four provincial advisory councils that represent those who have lived experience or are healthcare professionals across all zones. We have a wisdom council that advises on health programs and services for First Nations, Metis and Inuit peoples. We also have a provincial patient and family advisor group with a variety of backgrounds and experiences.