



# Our People Strategy

Because We Are Stronger **Together**





CLEAR VISION. SHARED  
PURPOSE. COMMON GOALS.

A SAFE, HEALTHY AND  
INCLUSIVE WORKPLACE.

EXCELLENT LEADERS.

EMPOWERED PEOPLE.



## Table of Contents

Executive Summary .....	4
Our Vision and Values .....	6
The Why of Our People Strategy .....	8
The Who of Our People Strategy.....	10
The How of Our People Strategy .....	12
The What of Our People Strategy .....	14
Our People Strategy Actions .....	17
Our People Strategy's Action Plan .....	21
Measuring Our Success.....	26
Acknowledgements .....	28

## Executive Summary



Dr. Verna Yiu

**Our People Strategy will make our work more meaningful to each of us and improve the health of Albertans.**

Whatever your role at Alberta Health Services, it's important to providing quality healthcare to Albertans.

The collective skill, talent and wisdom our workforce brings to Albertans' health form the core of Our People Strategy. Our workforce has exceptional depth and breadth: some 123,000 employees, physicians, midwives and volunteers in hundreds of cities, towns and rural communities across the province.



Todd Gilchrist

Their work is as diverse as life itself, ranging from prenatal and pregnancy care to palliative and end of life care to immunization and public health to emergency care and renal treatment. It includes building and running hospitals and health centres, searching for new knowledge and adopting innovation—in every aspect of our work.

In 2015 AHS began to explore how our workplace could become stronger and healthier. Our People Strategy is the result.

The views and experiences of some 60,000 people throughout AHS helped shape Our People Strategy. They told us they want to be safe, respected and empowered. They want to know where our organization is going and why. We heard they want to understand how their contributions bring us closer to our goals. And they want to feel valued and supported at work.



Sean Chilton

With that in mind Our People Strategy has two goals, which we will reach by focusing on four priorities.

Our goals are:

- A safe, healthy and valued workforce and, in turn,
- Improved patient and family experiences, quality and safety.

Our priorities are:

- Clear vision. Shared purpose. Common goals.
- A safe healthy and inclusive workplace.
- Excellent leaders.
- Empowered people.

Our People Strategy embodies our vision: Healthy Albertans. Healthy Communities. Together.

### Priorities

- Clear vision. Shared purpose. Common goals.
- A safe, healthy and inclusive workplace
- Excellent leaders
- Empowered people

These goals go hand in hand. When healthcare workers are highly engaged in their work, their patients' outcomes and experiences improve.

Our People Strategy is one of four foundational strategies that guide AHS' efforts to sustain safe, high-quality healthcare in Alberta. The other three are [Patient First](#), [Information Management and Information Technology](#) and [Clinical Health Research, Innovation and Analytics](#). Our People Strategy addresses a critical success factor for the other three strategies: an engaged workforce connected to our collective efforts to improve Alberta's healthcare system.

Our People Strategy is reaching its goals with a rolling, three year [action plan](#) that started in 2016. In the first year we built the foundation for improving the experience and safety of our people with AHS's new vision, values and engagement survey. In the coming years we will:

- Improve the administrative systems and processes that leaders rely on—with input from the leaders that use them.
- Empower our leaders with learning and development programs and resources to improve workforce engagement and workplace health and safety.
- Enable values-based decision making across the organization.
- Strengthen the programs and services that support and empower our people.
- Celebrate our diverse workforce and the outstanding work we do everyday.

These actions will give leaders more opportunities to interact, collaborate and communicate with their teams, and our patients and their families.

On behalf of AHS' Executive Leaders Team we would like to thank the many people who contribute to Our People Strategy.

Because we are stronger together, it is vital for our workforce to feel more connected to our organization and to know how we each contribute to the health of Albertans. Our People Strategy is a roadmap to these goals. We look forward to the journey to make our work more meaningful to each of us and improve the health of Albertans.

**Dr. Verna Yiu**  
President and Chief Executive Officer  
Alberta Health Services

**Todd Gilchrist**  
Vice President  
People, Legal & Privacy

**Sean Chilton**  
Vice President  
Health Professions and Practice

## Our Vision and Values

### Vision

Healthy  
Albertans.  
Healthy  
Communities.  
Together.

### Our vision and values are the foundation of Our People Strategy.

Our People Strategy is about creating a workplace in which we are safe, healthy, valued, and can reach our full potential. A workplace in which we feel the strength of working together to improve patient and family experiences, quality and safety. Our organizational values are the foundation to creating such a workplace.

Our values guide how we behave and how we make decisions. While our vision and mission guide us towards where we are going, and the Health Plan and Business Plan determines what we will do, our values set expectations for all of us on how we do it.

compassion

accountability

respect

excellence

safety



### Values

Our values of compassion, accountability, respect, excellence and safety guide the decisions and actions we take to achieve our vision.

They are the lens for how we see our organization and how we interact with one another and with our patients and their families.

Through Our People Strategy we are embedding our vision and values in many ways.

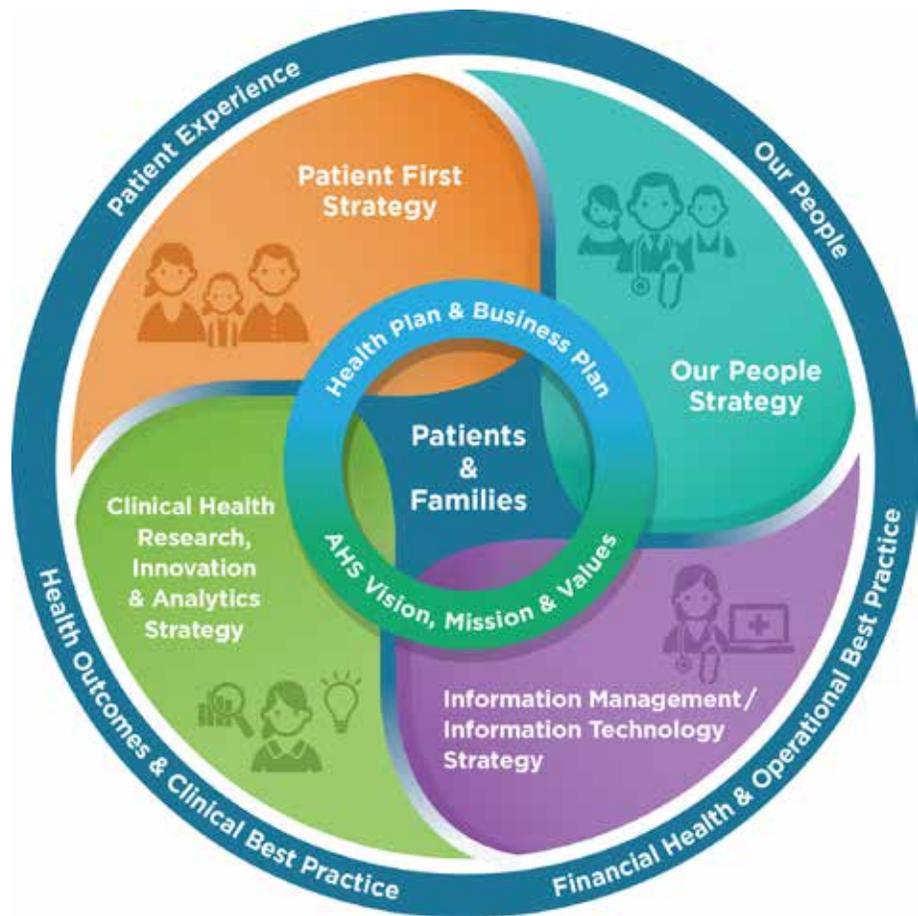
For example, in our:

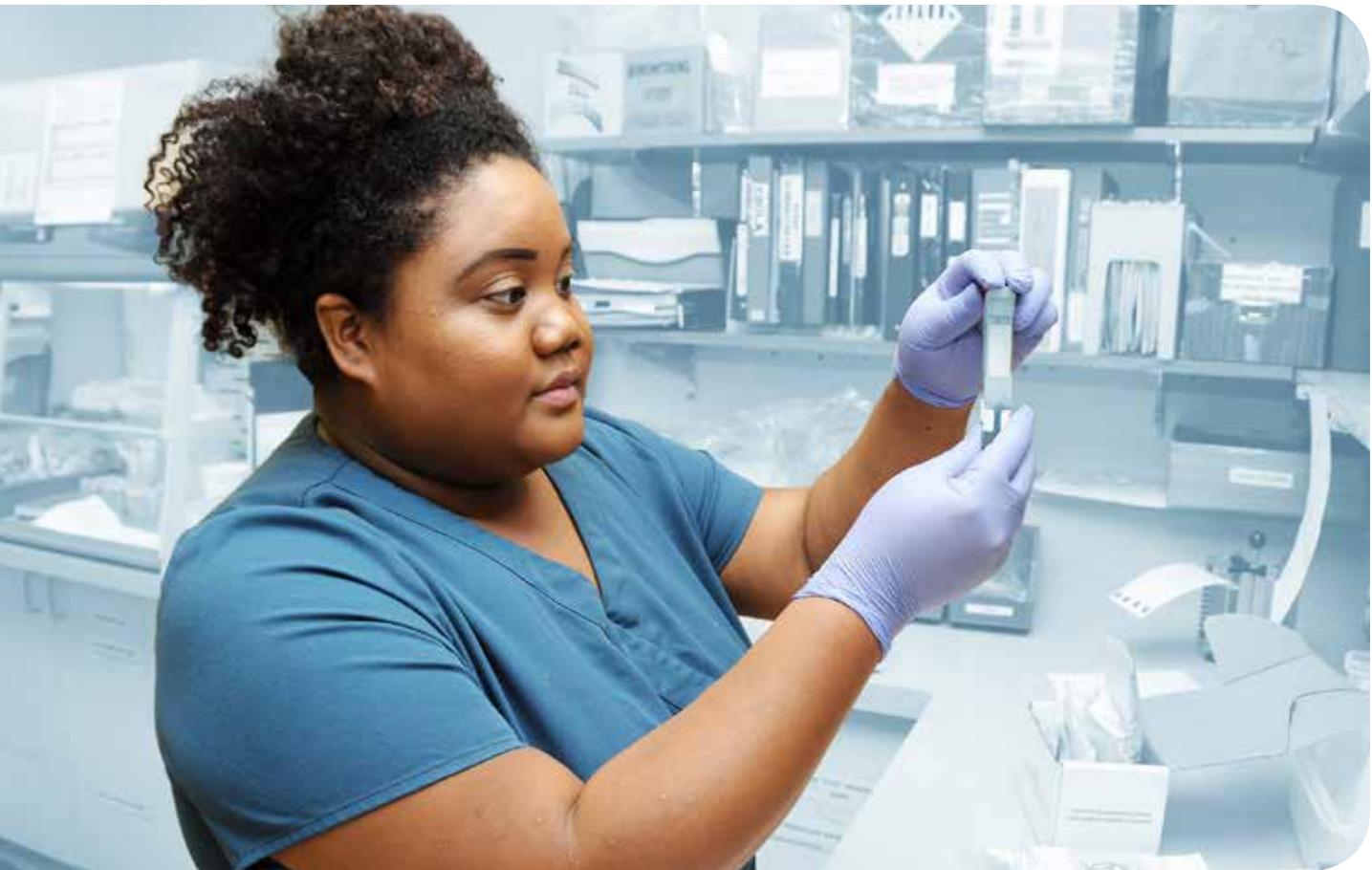
- Performance reviews.
- Decision-making processes.
- Learning and development programs.
- Sourcing, attracting and recruiting talent.
- Policy development and renewal processes.
- Communications.
- Approach to employee recognition and celebrations.
- Change management practices.

### AHS' Four Foundational Strategies

Our People Strategy is one of four AHS foundational strategies to achieve AHS' vision: Healthy Albertans. Healthy Communities. Together. The other three are [Patient First](#), [Information Management and Information Technology](#) and [Clinical Health Research, Innovation and Analytics](#).

Each strategy is putting supports in place to help AHS achieve the goals of our 2017–2020 Health Plan & Business Plan. Our People Strategy addresses a critical success factor for the other three strategies: an engaged workforce connected to our collective efforts to improve Alberta's healthcare system.





## The Why of Our People Strategy

### Modern life moves at a dizzying pace.

Change is constant. Knowledge is doubling every 12 months—with the pace accelerating. And workplaces are rapidly evolving.

It is a time of complex challenges and great opportunities.

Our People Strategy details how AHS is facing these challenges and opportunities in its many workplaces. Together.

Successful and effective organizations of every size embrace and establish sound workplace practices to engage their people. For good reason. When people are highly engaged their performance excels. In healthcare, research shows the patient experience improves and adverse patient events decrease when workers are more engaged. Research also tells us that workplace safety and engagement go hand-in-hand. People can only feel engaged when they also feel safe.

Engagement refers to how committed a person is to the organization, their role, their leader, and co-workers.

Our People Survey was introduced in the first year of Our People Strategy. It supports leaders with quality data, resources and a process for improving workforce engagement at a local level.

Approximately 4,600 AHS employees are hurt at work each year. Through Our People Strategy, we are supporting our workforce to take action when they face risks in the workplace.

AHS' 2017–2020 Health Plan and Business Plan recognizes that our people are at the heart of everything we do. "Improving the experience and safety of our people" is one of the four goals the plan is built on. We will measure our progress with performance objectives on improving our workforce's engagement and reducing their disabling injuries.

### **How are we doing with workforce engagement?**

AHS measures workforce engagement every two years using Our People Survey. In the 2016 Our People Survey, 57% of people that responded felt positively about their work, 40% feel neutral and 3% feel negatively. While AHS' engagement scores are above average when compared with other Canadian workplaces, they also tell us that we can and must do better.

### **How are we doing with workplace health and safety?**

Although AHS performs well compared to other healthcare organizations, our safety performance is lower than other industries such as construction or oil and gas. Our Disabling Injury Rate, for example, is triple the rate of other industries such as oil and gas.

In 2017/18, over 3,000 AHS staff needed time off or modified duties as a result of workplace injury. That is about 8 people per day. The lost time is equivalent to about 130 full time jobs.

We can and must do better. Through Our People Strategy's [consultation process](#)—which shaped the strategy's goals and priorities—our people said they want to work together to create work environments where everyone feels safe, healthy and valued. Our People Strategy and its action plan honour and address what we heard.

### **Potential to be Great**

Through discussions, online consultations and surveys, people told us about the importance of communication, collaboration, change-adoption practices and our organizational values. Time and again they said we have the opportunity—and potential—to work together to make our organization a great place to work and make a difference to Albertans.



## The Who of Our People Strategy

AHS is Canada's first and largest province-wide, fully integrated health system.

We focus on safe, high-quality, patient- and family-centred care and service. And we serve more than four million Albertans.

We are Alberta's largest employer and one of the largest in Canada. Our 101,000 employees make up four per cent of Alberta's labour force.

Together with 13,900 volunteers, more than 8,100 physicians and nearly 100 midwives, we promote wellness, prevent disease and injury, and provide healthcare. We work in hospitals, health centres, classrooms and workplaces and focus on safe, high-quality, patient- and family-centred care and services. We serve all four million people in the province. Our workforce is in cities, towns and rural communities across Alberta, which covers more than 740,000 square kilometres and an area three times the size of Great Britain.

As is the case with other workers in Alberta our demographics are shifting. In 2015 one-third of our employees were over the age of 50. Within 10 years millennials (people born between 1980 and 2000) will make up 75 per cent of our workforce and they will bring different attitudes and preferences to the workplace.



### Front-line

- Nurses as well as more than 20 regulated healthcare professions including physiotherapy, respiratory therapy, diagnostic imaging and laboratory and X-ray technology make up the majority of our front-line healthcare workforce. Other regulated professions include audiology, occupational therapy, speech-language pathology, social work and some physician groups. These roles are complemented by non-regulated professions such as healthcare aides.
- Many front-line 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 as well as how we deploy workers.



### Support

- Workers in a wide range of critical roles—from contract management to communications—who support front-line healthcare.
- Their skills can often transfer to other sectors and their exit rate is double that of the clinical workforce. We must recruit and retain this workforce more effectively.
- As non-clinical roles are often removed from the front line, it is sometimes harder for these workers to feel connected to our patients and their families.



### Physicians

- More than 8,100 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 2000 physicians work in the community 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

- AHS funds nearly 100 midwives who provide full-scope, low-risk maternity care. The goal is to improve access to maternity services across Alberta.
- They are independent healthcare providers who work in the community and at AHS facilities (through AHS appointments and privileges).
- Midwives participate in AHS programs and committees and work with AHS to grow midwifery services in Alberta, especially in rural communities and with vulnerable populations.

### Volunteers

- Nearly 14,000 volunteers complete the backbone of our organization.
- Their skills and commitment make a huge difference to our organization, making them a valued part of our healthcare team.

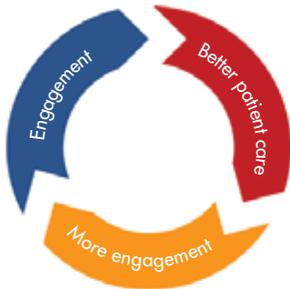


## The How of Our People Strategy

Alberta Health Services' Our People Strategy was shaped by:

- 60,000 people in our workforce who responded to the 2014 Workforce Engagement, Patient Safety Culture and the Clinical Frontline Leaders Surveys and participated in professional practice vision consultations. We also consulted extensively with 1,000 employees, physicians and volunteers.
- The knowledge and expertise of corporate and clinical teams across the organization.
- The goals of AHS' Health Plan and Business Plan and three other foundational strategies.
- A literature review of the link between workforce engagement and organizational performance.

**Cycle of Engagement**



**Go Further**

Individually and together, AHS’ workforce is passionate and heartfelt about providing the best possible healthcare and experiences.

Committed to making a difference to our patients and their families every day, they said they wanted to go further and create a workplace where everyone feels respected, valued and supported.

**Shared Goals**

Our People Strategy aligns to a number of existing AHS strategic directions and goals.

AHS’ 2017–2020 Health Plan and Business Plan is built on four main goals:

1. Improve patients’ and families’ experiences
2. Improve patient and population health outcomes
3. Improve the experience and safety of our people
4. Improve financial health and value for money

These goals take a Quadruple Aim approach that recognizes we need to support our people in order to improve patient and family experiences, health outcomes and health system sustainability.

Each of [AHS’ four foundational strategies](#) support local efforts to achieve one or more of the goals above. Our People Strategy outlines how we will achieve Goal #3.

Our People Strategy and [Patient First Strategy](#) go hand-in-hand. Patient experience improves and adverse patient events are reduced when healthcare providers feel engaged. Our People Strategy complements the Patient First Strategy by incorporating patient- and family-centered care (PFCC) principles into supports and services for leaders and team. The Patient First Strategy complements Our People Strategy by supporting staff with resources and consultation as they implement PFCC.

**Common Themes**

Some of the common themes we heard when creating Our People Strategy were:

- The most important thing we can do is improve healthcare for Albertans.
- Working with knowledgeable teams keeps us motivated, energized and engaged.
- It’s important to know and respect the skills and jobs of the people we work with.
- We want to be treated the way we treat others: with respect and equality.
- Let’s embed our values into everything we do every day.
- Be more aware of the outside influences on our organization.
- We want to speak, be heard and have our questions answered.
- When we take better care of our workers we’re able to take better care of our patients.
- We look to leaders to interpret our role in the bigger picture.



## The What of Our People Strategy

### A clear plan to reach our goals.

Our People Strategy has two goals, which we will reach with a rolling three-year action plan focused on four priorities.

Through Our People Strategy's action plan AHS is putting needed supports in place to assist leaders and teams in improving workforce engagement and workplace health and safety.

The action plan reflects and builds on much of the good work that is already underway in the organization.

## Our People Strategy Framework

### Two Goals

Safe, healthy and valued people.

Leading to

Improved patient and family experiences, quality and safety.

### Four Priorities and Nine Broad Actions

#### Clear Vision. Shared Purpose. Common Goals.

- Communicate AHS' vision, mission, goals, priorities and values so that we all know how our work connects to the big picture.
- Implement supports for our leaders in meeting their communication and engagement accountabilities.
- Make decisions and manage change in ways that respect those involved.

#### A Safe, Healthy and Inclusive Workplace

- Provide work environments that protect and support physical health, mental wellbeing and a sense of belonging for all.
- Set and endorse expectations for workplace health and safety behaviours and performance, and provide support to meet those expectations.

#### Excellent Leaders

- Hire, develop and retain excellent leaders at all levels of the organization.
- Enable our leaders and their teams with services that support their needs.

#### Empowered People

- Clarify roles and authorities and develop the behaviours and competencies we need in our workforce.
- Provide opportunities, resources and support for people to access learning and development in support of organizational priorities and local actions.

## Creating tomorrow's attributes

Our People Strategy will guide and direct the attributes of our workplace today to create the attributes we have in the future.

### Today's Attributes

We care deeply about providing quality healthcare for Albertans.

We want to be more engaged in improving AHS' quality, results and value.

We may struggle to keep up with change.

We want to contribute to decisions that affect us.

We want more information, direction and support from our leaders.

### Our People Strategy Role

Our roadmap to how we support each other. With it, we will create a workplace that makes all of us feel safe, healthy, valued and able to reach our full potential.

Builds on good work already underway and our ability to work together in everything we do.

### Tomorrow's Attributes

Albertans will have better healthcare experiences.

Through engagement we perform better and understand our contributions to AHS.

Change is well defined, manageable and positive.

We have a voice.

Our leaders have the time, skills and resources to give us information, direction and support.



## Our People Strategy Actions

The four priorities of Our People Strategy reflect common factors that impact workforce engagement, described with words our people used during Our People Strategy's consultations. The priorities are supported by an action plan that outlines what we will do to achieve our goals.

Our success in improving workforce engagement and workplace health and safety will depend on how well we adopt and sustain the changes in our action plan. We are complementing our action plan with ongoing change management and communication, so our people know what Our People Strategy and its actions mean for them, our patients, and AHS as a whole.



## CLEAR VISION. SHARED PURPOSE. COMMON GOALS.

Research shows organizations are more successful when their people can connect their role and work to the bigger picture.

Our People Strategy consultations, which included the 2014 Workforce Engagement Survey, suggested that while many of us feel a strong sense of engagement in our personal efforts at work—we still have a strong desire to be more connected to our collective efforts. This priority recognizes that feeling connected to our organization and knowing how we contribute to it are fundamental to our engagement.

Through Our People Strategy's action plan we are seeing:

- Clarity on our vision, mission, values, goals and priorities.
- Leaders supported in their communication and engagement accountabilities.
- Visibility, transparency, communication and engagement from executive and senior leaders teams.
- Decision-making that is guided by our values, patient experiences and outcomes.
- Those of us leading change gaining the knowledge and skills to do it well.



## A SAFE, HEALTHY AND INCLUSIVE WORKPLACE

We heard in our consultations about the importance of workplace health and safety and why it must be an organizational priority supported by infrastructure, accountability and leaders. Beyond legislated obligations we also need to feel safe, healthy and valued at work, wherever that may be: cities, towns or rural communities. That means a workplace that promotes and protects our physical and mental health.

Over the past seven years investments in our workplace's health and safety have resulted in significant increases in safety performance. We need to do more. Guided by our value of Safety and the actions in Our People Strategy we will improve on our 2014 safety benchmarks:

- More than 4,000 worker injuries.
- \$13.4 million in direct Workers' Compensation Board claims.
- \$37.5 million in insurance premiums.
- 25,000 days lost due to injury or illness, which is equal to 100 full-time jobs.

Work is underway to align with the 2013 National Standard of Canada for Psychological Health and Safety in the Workplace. We are also participating in a national study led by the Mental Health Commission of Canada on how Canadian workplaces are implementing the standard. This work is intended to improve psychological safety in our environments and contribute to the growing body of national knowledge.

A safe workplace is essential for diversity and inclusion. We will become diverse and inclusive by ensuring all of us—employees, volunteers, physicians, midwives, patients and family members—feel safe, welcome and valued regardless of race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientation, education or diversity of perspective.

We are embedding this commitment in all aspects of our work and have already taken positive steps. Indigenous awareness learning is available for all staff through MyLearningLink. We now have inclusive washroom signage and new rooms for reflection, meditation, and prayer at various sites. In addition, our Transgender Guidelines provide guidance for supporting employees through gender transitions. These are examples of how we are already proactively creating a supportive and inclusive workplace.

Through Our People Strategy's action plan we are seeing:

- Reduced health and safety risks through infrastructure planning and improved security at clinical sites.
- Our people acknowledged, recognized and celebrated.
- A renewed commitment to diversity, inclusion, cultural competency and sensitivity.
- Greater support for workers facing chronic and serious stressors in their jobs.
- A clearer approach to communicable disease management.
- Leaders better equipped to deal with workplace health and safety.



## EXCELLENT LEADERS

Everything we're trying to achieve begins with leaders. Our success depends on strong, effective and values-based leaders at every level.

We know leaders play an important role in helping us feel respected, valued and supported at work. They are also pivotal in empowering workers to make appropriate decisions in their jobs.

This priority recognizes our success begins with strong and effective leaders and management that reflects our values and principles.

Through Our People Strategy's action plan we are seeing:

- An integrated approach to develop and support leaders that includes:
  - Leadership development programs.
  - Succession management.
  - Hiring practices.
- Leaders equipped with the knowledge and skills to better manage and lead change.
- Front-line leaders more focused on employee and patient needs through reduced administrative workload.
- Easily understood authority and decision-making to manage costs and people resources.
- Clarity around the services provided by corporate departments such as Human Resources, Finance and IT.
- Leaders able to identify and act on engagement and health and safety.



## EMPOWERED PEOPLE

Through our consultations people said resources and professional development are empowering.

When it comes to making decisions that affect us we must strike a balance between organizational consistency, community needs and our ability to act. We look to leaders to ensure workloads are reasonable, roles and expectations are clear, and that we understand how we contribute to our organization's goals.

We can do more to create learning environments that encourage problem-solving and innovation.

Therefore, this priority recognizes our value and the importance of empowering us to be effective in our roles.

Through Our People Strategy's action plan we are seeing:

- New learning programs and a performance development processes to support us.
- Access to MyLearningLink from home as well as enhanced on-site access to learning.
- Professional practice support for our people to guide excellence.



## Our People Strategy's Action Plan

### Four Priorities

What we will focus on

### Nine Broad Actions

What we will do

### 31 Specific Actions

How we will do it

### Our Rolling Action Plan

Our People Strategy's action plan is a rolling three-year plan that we refresh each year to ensure the strategy remains relevant and responsive. The action plan in this document is the 2017 refresh.

The refreshed action plan incorporated 21 original actions and 10 new ones that reflect existing or planned work AHS is undertaking to support our people. New actions are identified in following table with a ★.

The specific actions in the plan are led by multiple departments in six AHS portfolios.

Priority	Broad Action	Specific Actions	When It Will Happen 2017/18 – 2019/20*
Clear Vision. Shared Purpose. Common Goals.	Communicate AHS' vision, mission, goals, priorities and values so we all know how our work connects to the big picture.	Integrate and embed AHS' values into systems, process, decision making frameworks and leadership practices.	
		Implement an AHS Internal Communications Plan that aligns with AHS' vision, mission, values, goals and four foundational strategies.	
		★ Implement a roll-out schedule for communications related to Our People.	
	Implement supports for our leaders in meeting their communication and engagement accountabilities.	Provide AHS' leaders with strategic advice on communications.	
		Conduct Our People Survey and pulse checks and integrate them into ongoing conversations and operational planning.	
	Make decisions and manage change in a way that respects those who are involved.	Continue to engage the Frontline Leader Advisory Council to influence effective decision making to reduce their administrative burden and improve their working environments.	
		Develop and implement strategies to advance Our People's change management capability and maturity.	

Priority	Broad Action	Specific Actions	When It Will Happen 2017/18 – 2019/20*
<p><b>A Safe, Healthy and Inclusive Workplace</b></p>	<p><b>Provide work environments that protect and support physical health, mental wellbeing and a sense of belonging for all.</b></p>	<p>Develop and implement strategies to support psychological safety and mental health including alignment to the CSA Standard on Psychological Health and Safety in the Workplace.</p>	
		<p>★ Implement the deliverables of the Prevention of Violence program.</p>	
		<p>Review and redesign the recognition program to reinforce patient-and family-centred care and our values.</p>	
		<p>Develop and implement a diversity and inclusion plan to create a diverse workforce and an inclusive environment that is fair, just and respectful.</p>	
		<p>★ Build relationships and identify priorities with our Indigenous workforce to inform future action.</p>	
		<p>Conduct a bi-annual People Census.</p>	
<p><b>Set and endorse expectations for workplace health and safety behaviours and performance, and provide support to meet those expectations.</b></p>		<p>Incorporate health and safety objectives into AHS Operational Plans.</p>	
		<p>All leaders complete introductory workplace health and safety leadership training.</p>	
		<p>Incorporate worker health and safety risks into the assessment of potential infrastructure investments and in all phases of capital infrastructure projects.</p>	

\* Least activity Most activity

Priority	Broad Action	Specific Actions	When It Will Happen 2017/18 – 2019/20*
<b>Excellent Leaders</b>	<b>Hire, develop and retain excellent leaders at all levels of the organization.</b>	<p>Design and implement a leadership development plan that advances our vision and values.</p> <p>Establish succession plans for the Executive Leadership Teams and other critical senior leadership roles.</p>	 
	<b>Enable our leaders and their teams with services that support their needs.</b>	<p>Identify, implement, and continually evaluate improvements to processes and services for leaders.</p> <p>★ PLP and Medical Affairs to collaboratively identify priorities and implement service improvements and supports for our medical workforce.</p> <p>Implement the pre-employment selection tool to advance our values (CARES) and patient-and family-centred care.</p> <p>Develop and implement an integrated strategic workforce planning approach for our clinical, medical and non-clinical workforce.</p>	   

Priority	Broad Action	Specific Actions	When It Will Happen 2017/18 – 2019/20*
<b>Empowered People</b>	<b>Clarify roles and authorities and develop the behaviours and competencies we need in our workforce.</b>	Identify core competencies that define the universal skills, knowledge and behaviours expected of AHS' diverse workforce.	
		Design, develop and implement targeted learning programs (e.g. Employee and Leadership Development Certificate Programs) in support of strategic initiatives.	
		★ Review the organization design of AHS to enhance role clarity and decision-making authority.	
<b>Provide opportunities, resources, and support for people to access learning and development in support of organizational priorities and local actions.</b>		★ Transform the performance review system into a performance development system based on the principles of continued employee growth that aligns employee performance with organizational goals.	
		★ Support the standardization of clinical practice and education.	
		★ Develop a Collaborative Professional Practice Council.	
		Continue to implement Professional Practice in Action to improve quality outcomes.	
		★ Advance and enable full professional/provider scope of practice that enables collaborative care.	
		★ Engage internal stakeholders to identify opportunities for enhancing integration of AHS' various champion networks.	



## Measuring Our Success

The ability to clearly track progress is critical to measuring our success.

### Goal 3: Improve the experience and safety of our people.

Objectives	Measures
We will strive to improve our workforce's engagement.	AHS staff engagement rate
We will work to reduce disabling injuries in our workforce.	Disabling injury rate

Our People Strategy and its action plan assist leaders and teams in improving workforce engagement and reducing our disabling injury rate—AHS’ two people-related objectives in Goal 3 of the 2017–2020 Health Plan and Business Plan. AHS measures and tracks our progress towards these objectives in its quarterly performance report, which you can find on the [AHS website](#).

Our People Strategy has four Long-Term High Performance Targets that complement AHS’ people-related goal and objectives. We use the High Performance Targets to benchmark our progress against the Canadian healthcare industry.

## **Long-Term High Performance Targets**

### **By 2018/19**

- Recognized as one of Alberta's top employers.

### **By 2020/21**

- Recognized as one of Canada's top 100 employers.
- In the top 50th percentile of Canadian organizations for workforce engagement.
- In top 10 per cent of Canadian healthcare employers for lowest lost-time injury rate.



## Acknowledgements

The following individuals and groups were instrumental the development stage of Our People Strategy in 2015–16. Names and titles reflect positions held at the time.

### Executive Sponsors

**Todd Gilchrist**  
Vice President,  
Human Resources (HR)

**Dave Bilan**  
Interim Vice President  
Collaborative Practice Nursing & Health Professions

### Authors and Core Project Team

**Elaine Watson**  
Executive Director, HR Business  
Partnerships (Central & Southern Alberta)  
Project Lead

**Peggy Mann McKeown**  
Manager,  
Workforce Projects, HR  
Project Manager

**Tracey West**  
Manager  
HR Strategy Office, HR

### Our People Strategy Steering Committee Members

**Todd Gilchrist**  
Vice President, HR (Co-Chair)

**Deb Gordon**  
Vice President &  
Chief Health Operations Officer,  
Northern Alberta

**Deborah Rhodes**  
Vice President, Corporate Services  
& Chief Financial Officer

**Linda Dempster**  
Former Vice President,  
Health Professions Strategy & Practice  
(HPSP) (Co-Chair)

**Carolyn Hoffman**  
Senior Program Officer,  
Quality & Healthcare Improvement,  
Quality

**Michele Rondot**  
Volunteer Services Manager,  
Calgary Zone

**Tom Briggs**  
Senior Program Officer,  
Planning & Performance,  
Corporate Services

**Brenda Huband**  
Vice President &  
Chief Health Operations Officer,  
Central & Southern Alberta

**Dr. Clayne Steed**  
Associate Medical Director,  
Rural, South Zone

**Jeanette Deere**  
Project Lead  
Ambulatory SCM,  
Alberta Children's Hospital,  
Former Chair of the  
Alberta Clinician Council

**Dianne MacGregor**  
Associate Chief Nursing Officer,  
Inter-Professional Practice & Education,  
HPSP

**Colleen Turner**  
Interim Vice President  
Community Engagement &  
Communications (CE&C)

**Amanda Proctor**  
Patient & Family Advisor

**Dr. Verna Yiu**  
Vice President, Quality  
& Chief Medical Officer

**Our People Strategy  
Advisory Committee  
Members**

- |   |   |   |
|---|---|---|
| <b>Nadia Andersen</b><br>Manager,<br>Internal Communications, CE&C  | <b>Karleen Gilker</b><br>Site and Seniors Manager,<br>Redwater                                | <b>Daphne Quigley</b><br>Patient Care Manager,<br>Neurosciences,<br>University of Alberta Hospital                  |
| <b>Judy Bloom</b><br>Executive Director,<br>Clinical Workforce Planning, HPSP                                       | <b>Larry Gratton</b><br>Site Manager,<br>Sundre   | <b>Jamie Rice</b><br>Executive Director,<br>Provincial Medical Affairs,<br>Office of the Chief Medical Officer      |
| <b>Dr. Ann Colbourne</b><br>Senior Medical Director,<br>Culture, Transformation & Innovation<br>(CoACT), Quality    | <b>Richard Heron</b><br>Director,<br>Non-Clinical Workforce Planning, HR                      | <b>Kerry Roberts</b><br>Nursing Unit Manager,<br>Cardston Health Centre   |
| <b>Jamie Davenport</b><br>Director,<br>Home Care Development,<br>Senior's Health                                    | <b>Laura Hill</b><br>Manager,<br>HR Workforce Analytics, HR                                   | <b>Cynthia Stulp</b><br>Radiation Therapy Manager,<br>Cancer Control  |
| <b>Gert Erasmus</b><br>Senior Program Director,<br>Workplace Health & Safety (WHS), HR                              | <b>Sandra Jardine</b><br>Director,<br>Talent Acquisition, Talent Management<br>Strategies, HR | <b>Debbie Whitesell</b><br>Director,<br>Talent Development & Learning Services,<br>Talent Management Strategies, HR |
| <b>Elaine Finseth</b><br>Associate Chief Allied Health Officer,<br>Inter-professional Practice & Education,<br>HPSP | <b>Mark Kent</b><br>Executive Director,<br>Negotiations and Labour Relations, HR              | <b>Norma Wood</b><br>Executive Director,<br>WHS, HR   |
| <b>Karmen Fittes</b><br>Director, Organizational Effectiveness,<br>Talent Management Strategies, HR                 | <b>Neil Neary</b><br>Senior Consultant,<br>Engagement & Patient Experience,<br>Quality        |   |

**Our People Strategy  
Action Plan  
Working Group  
Members**

- |  |   |   |
|--|---|---|
| <b>Paula Beard</b><br>Executive Director,<br>Patient Safety, Quality   | <b>Dr. Lana Hawkins</b><br>Senior Practice Lead,<br>Psychology & Spiritual Care,<br>Inter-professional Practice, HPSP | <b>Marni Panas</b><br>Consultant,<br>Engagement & Patient Experience,<br>Quality                      |
| <b>Donna Carter</b><br>Program Manager,<br>Recognition, Diversity & Values,<br>Talent Management Strategies, HR              | <b>Holly Knight</b><br>Clinical Director,<br>CoACT, Quality   | <b>Connie Shea</b><br>Executive Director,<br>HR Business Partnerships<br>& Ability Management         |
| <b>Marguerite de Freitas</b><br>Executive Director,<br>Internal Communications, CE&C   | <b>Marc Leduc</b><br>Executive Director,<br>Innovation & Research Operations, RI&A                                    | <b>Jennifer Yelland</b><br>Senior Advisor,<br>Occupational Health & Employee<br>Wellness, WHS, HR     |
| <b>Brad Dorohoy</b><br>Senior Program Director,<br>Talent Management Strategies, HR  | <b>Glen Shortt</b><br>Director,<br>Centres of Expertise,<br>Information Technology                                    | <b>Sandra Young</b><br>Executive Director,<br>Quality & Patient Safety Skills<br>Development, Quality |
| <b>Peter Froese</b><br>Executive Director,<br>Diagnostic Imaging, Edmonton Zone  | <b>Colleen Mitchell</b><br>Senior Advisor,<br>Employee Relations, HR  | <b>Clayton Whitney</b><br>Program Director,<br>CoACT, Quality   |
| <b>Barbara Brady Fryer</b><br>Senior Provincial Director,<br>Knowledge Management,<br>Research Innovation & Analytics (RI&A) |   |   |

**Report Production  
and Review**

- |   |  |   |
|---|--|---|
| <b>Terry Bullick</b><br>Publisher and Editor,<br>Apple Magazine                 | <b>Kass Rafih</b><br>Executive Director,<br>Web Communications     | <b>Dave Veitch</b><br>Director, Print, Video and Proactive<br>Media |
| <b>Danielle Chapman</b><br>Administrative Assistant, Internal<br>Communications | <b>Kathryn Ward</b><br>Executive Director,<br>Community Engagement | Layout by Sherry Mumford<br>and Tina Houston                        |

With thanks to our Health Advisory Councils, Provincial Advisory Councils, Patient and Family Group and Wisdom Council.



# Our People Strategy

Because We Are Stronger **Together**

Updated June 2018