



**Healthcare  
Excellence**  
Canada

**Excellence  
en santé**  
Canada

# Retention in action – Towards safety and quality

Canada West Health Leaders Conference

October 25, 2023



# 2021-26 HEC Strategy

As a Pan-Canadian Health Organization (PCHO), Healthcare Excellence Canada (HEC) collaborates with people and organizations across the country to spread innovations, build capability, and catalyze policy changes that improve healthcare safety and quality.



## OUR PURPOSE

To shape a future where everyone in Canada has safe and high-quality healthcare.

## OUR HOW

Working with people across the country, we:

Find and promote innovators and innovations

Drive rapid adoption & spread of quality and safety innovations

Build capabilities to enable excellence in healthcare

Catalyze policy change

## OUR FOCUS

Care of older adults with health and social needs

Care closer to home and community with safe transitions

Pandemic recovery and resilience

## QUALITY & SAFETY PERSPECTIVES

Lived experience of patients, caregivers and communities

People in the workforce

Value

Culturally safe and equitable care

First Nations, Inuit and Métis priorities

## OUR VALUES

Partner meaningfully

Innovate courageously

Act with integrity

Be inclusive

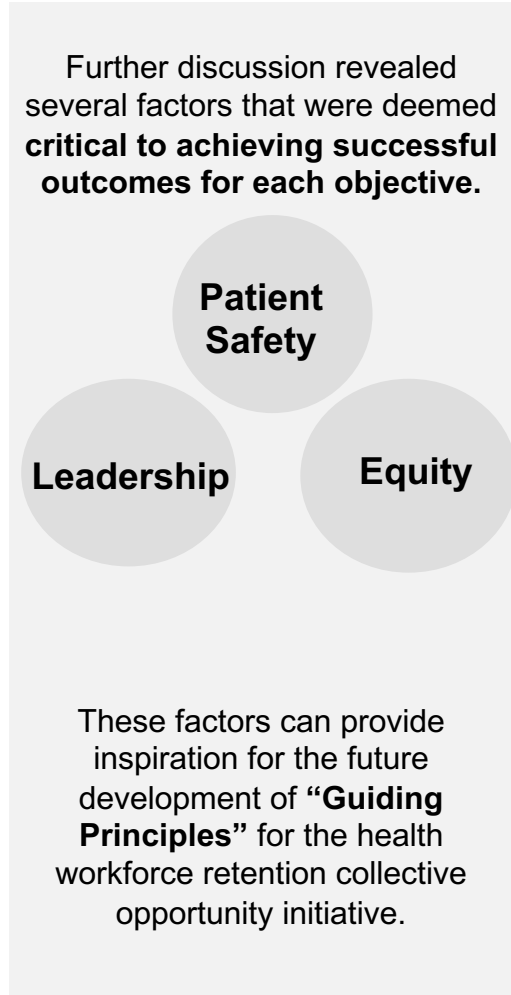
# Health Workforce Retention Objectives

Through a collective impact assessment approach which involved key informant interviews and the review of over 40 reports (reflecting over 110 recommendations) six interconnected retention objectives were identified.

**Fostering Physically Safe Work Environments**  
Creating work environments that prioritize the physical health and safety of all health workers.

**Enhancing Sustainable Staffing**  
Ensuring manageable workloads (e.g., in terms of hours, matching skills to task, reducing administrative burden etc.).

**Building Flexible Work Structures**  
Through an intersectional approach, implementing work structures that are responsive to healthcare workers' unique needs and intersecting identities.



**Providing Equitable & Appropriate Compensation**  
Supporting the matching of compensation to work expectations.

**Ensuring Supportive and Inclusive Workplaces**  
Promoting open, respectful, and inclusive work environments and supporting workers' psychological and mental wellness.

**Supporting Career Advancement**  
Helping workers grow professionally and pursue their goals within Canada's healthcare sector.

# Health Workforce Innovation Challenge

## What?

To support and inspire healthcare organizations and their teams to generate innovative ideas and new solutions **to promote staff retention and support** of their current workforces.

## Who?

**Teams across the care continuum** experiment with new approaches or models of care to improve workloads and job satisfaction, foster inclusion and cultural safety, promote wellness and resiliency, or address other contributors to retention and support of their healthcare workforce.

## How?

Through a 12-month **outcomes-based challenge** featuring award opportunities that recognize teams for their success in moving the dial on retention and support of their current workforce.

Community, networking, and knowledge-sharing too!

## When?

The Challenge runs from **June 2023 to June 2024**.

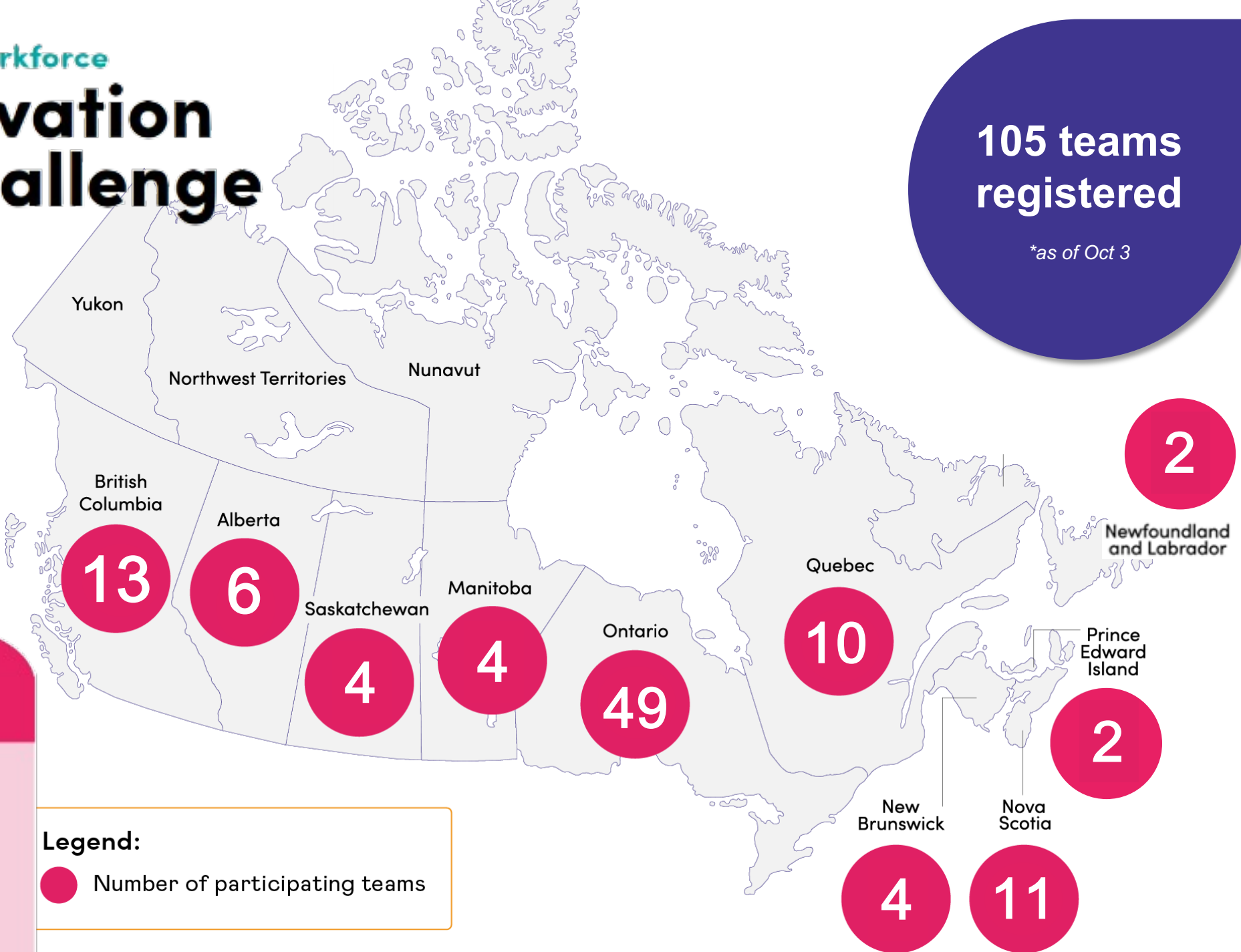
Plus, teams can join at any point up until April 30, 2024. The earlier they join, the more award opportunities they will have!

### Eligible teams:

- Organizations that provide publicly funded health and/or social services in Canada
- Hospitals, long-term care homes, homes and community care services, mental health and addictions services, primary care teams, and others

# Health Workforce Innovation Challenge

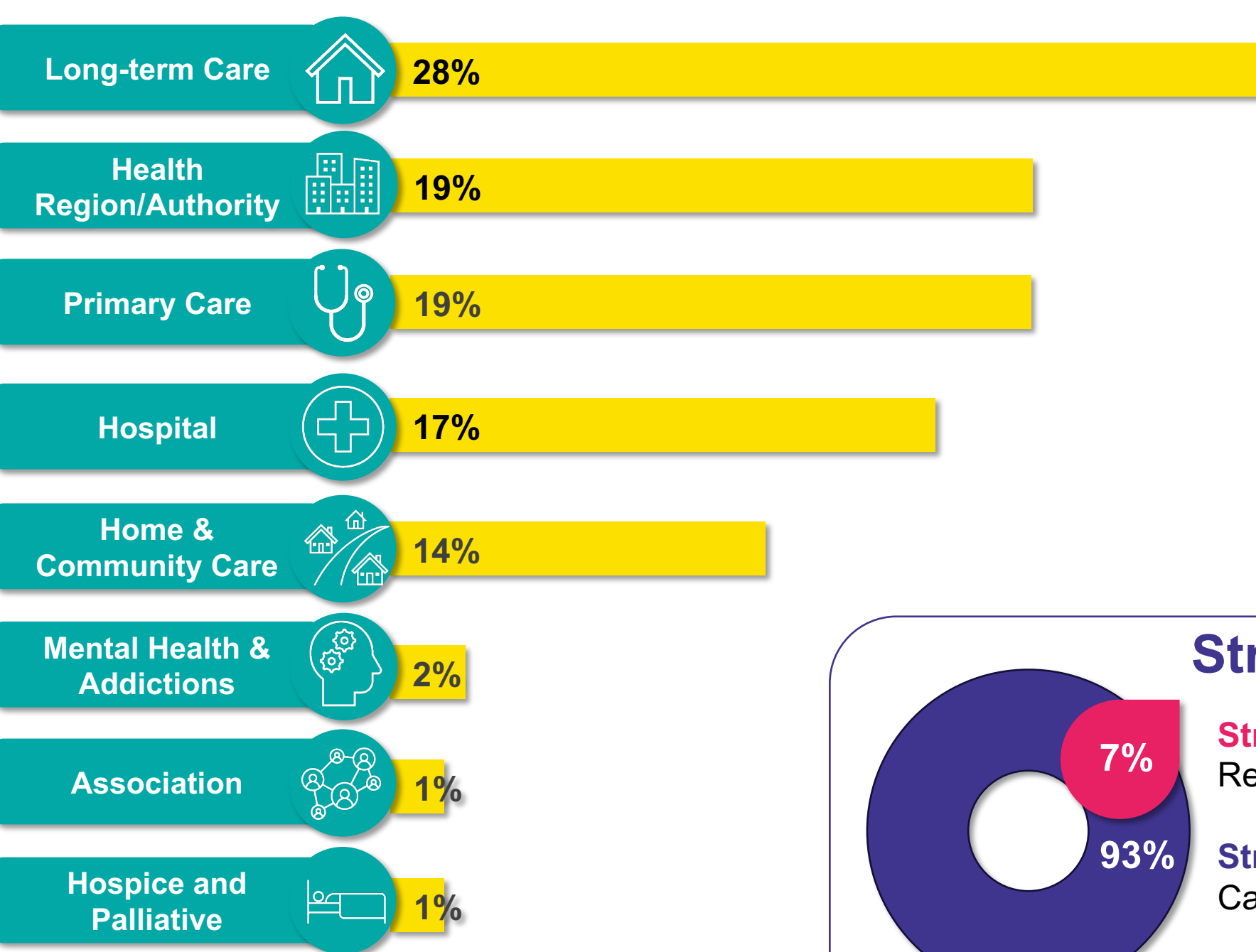
**105 teams  
registered**  
*\*as of Oct 3*



**Legend:**

● Number of participating teams



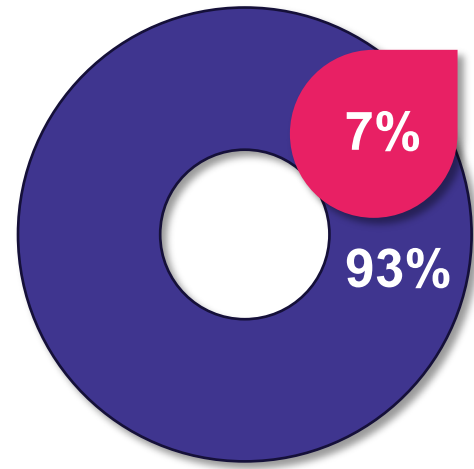


## Sectors



# Health Workforce Innovation Challenge

## Streams



**Stream 1:** Teams from Northern and Remote Regions

**Stream 2:** Teams from the rest of Canada

# Supporting Organizations (To Date)



Santé  
Canada

Health  
Canada



Institute of Health  
Services and Policy Research  
Institut des services et  
des politiques de la santé



HealthCareCAN  
*Leading. Innovation. Together.*



SoinsSantéCAN  
*Leadership. Innovation. Collaboration.*



Canadian Centre  
on Substance Use  
and Addiction

Evidence. Engagement. Impact.

Centre canadien sur  
les dépendances et  
l'usage de substances

Données. Engagement. Résultats.



Canadian Health Leadership Network  
Le Réseau canadien pour le leadership en santé

ASSOCIATION  
MÉDICALE  
CANADIENNE



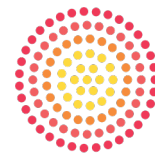
CANADIAN  
MEDICAL  
ASSOCIATION



Safety, Wellbeing, Innovation, Training & Collaboration in Healthcare



CANADIAN COLLEGE OF  
HEALTH LEADERS  
COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ



Children's  
Healthcare  
Canada

Santé  
des enfants  
Canada



Canadian Institute  
for Health Information  
Institut canadien  
d'information sur la santé



HEALTH QUALITY BC



Health Quality Council of Alberta



CANADIAN  
FEDERATION  
OF NURSES  
UNIONS



LA FÉDÉRATION  
CANADIENNE  
DES SYNDICATS  
D'INFIRMIÈRES  
ET INFIRMIERS



Commission de  
la santé mentale  
du Canada

Mental Health  
Commission  
of Canada

Rady Faculty of  
Health Sciences



University  
of Manitoba

# Ongomiizwin Health Services University of Manitoba





# **PURPOSEFULLY ACTIONING THE LEADS DOMAINS THROUGH MASSIVE DISRUPTION AT SEVEN OAKS HOSPITAL**

Brenda Badiuk, MA (Health: Leadership), ICD.D  
CCHL-West Conference 2023

# Timeline of massive disruption



# THE THREE KEY CONNECTORS



RELATIONSHIP



REGULATION



RESOURCES

Survive



Thrive

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brivia

# THE THREE GREAT STATES



**SAFE**




**SIGNIFICANT**



**SITUATED**

# Ideal Behaviours at SOGH

 <p><b>SOGH Daily Management System</b></p> <p>Outcomes</p> <p>Improve</p> <p>Align</p> <p>Structure</p> <p>Direction</p> <p>Develop Our Leaders</p> <p>Enable</p> <p>Engage</p> <p>Guiding Principles</p> <p>Who We Are</p>	<h2 style="writing-mode: vertical-rl; transform: rotate(180deg);">Our Patients</h2>	<p><b>Senior Leaders</b></p>	<p>We provide clarity by aligning our strategy, direction, and priorities with our Mission, Vision, and Values</p> <p>We are committed to developing our people and expanding their knowledge, confidence, and skills</p> <p>We pursue excellence by challenging ourselves to create a culture where everyone's potential is optimized</p> <p>We foster problem solving at the right level and celebrate our teams' successes</p>
<p><b>Managers</b></p>		<p>We cultivate a strong experience of trust and support in our relationships with our teams</p> <p>We set meaningful goals and coach our teams to experiment to improve</p> <p>We involve our teams in problem-solving and improving their work</p> <p>We celebrate our teams' efforts and contributions</p>	
<p><b>All Staff</b></p>		<p>We work together to achieve organizational goals</p> <p>We connect the voice of the patients to our work</p> <p>We actively participate in huddles, report on the status of the unit, and escalate for awareness and support</p> <p>We identify &amp; raise opportunities to improve our work and engage in experimenting to improve</p> <p>We celebrate individual and team accomplishments with our teams</p>	

# Churchill Health Centre

1. Schedule – 4 on 4 off
2. Extra week starting vacation
3. No contracts!
4. Employee housing
5. Daycare
6. Town complex
7. Community supports
8. Leadership

