



Government of Northwest Territories
Gouvernement des Territoires du Nord-Ouest

Northwest Territories Health and Social Services System

Human Resources Plan

2021-2024 Results Report

Système de santé et des services sociaux des Territoires du Nord-Ouest

Plan des ressources humaines

Rapport 2021-2024 sur les résultats



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Minister's Message



Hon. Lesa Semmler
*Minister of Health and
Social Services*

The 2023/24 Northwest Territories Health and Social Services System Human Resources Plan Results Report is a companion document to the Human Resources Plan, providing an overview of the progress made throughout the three-year plan.

The Human Resource Plan represented a collaborative, shared vision between the Department of Health and Social Services and the three health and social services authorities - the Hay River Health and Social Services Authority (HRHSSA), the Northwest Territories Health and Social Services Authority (NTHSSA), and the Tłı̨chʼı̨ Community Services Agency (TCSA). The plan was based on the human resources vision of a robust and representative workforce, committed to excellence, supported by strong leadership and an organizational culture rooted in the principles of relationship-based care, cultural safety, and anti-racism.

As a three-year plan, this strategic document was created to support the future recruitment and retention needs of the Northwest Territories Health and Social Services System through the establishment of a strong foundation. The plan was intended to help ensure that the Health and Social Services workforce had a clear path forward, with the tools, programs, and support required to succeed in delivering the best healthcare and social services possible to the residents of the Northwest Territories.

Over these three years, the Health and Social Services System has continued to grow and evolve towards a more unified and collaborative system.

In this time, several key foundational initiatives were established including: entry surveys and a new exit survey platform; two new programs to inspire NWT students and youth to consider careers in the health and social services – the Clinical Observership and Job Shadowing Program and the NWT HSS Bursary Program; a health leadership pilot program; an employee engagement strategy pilot program; a new employee orientation program; the launch of a HSS Learning Management system and mandatory training series; Elsevier Clinical Solutions for clinical teams across the HSS System; and the Community Health Nurse Competency Development Program.

Attraction and Recruitment Strategies and Goals have continued to expand their reach through marketing campaigns, events, online presence, and updates to the Occupation Guide for Student and Youth. Over 200 HSS System staff were supported with the Professional Development Initiative each year and the Targeted Academic Support Program (TASP) supported over 40 graduates over the course of the plan. Another highlight for the Government of the Northwest Territories as a whole, “Inclusive leadership” was added as a seventh core competency, in support of an organizational culture focused on cultural safety and anti-racism.

At the onset of this plan, the COVID-19 pandemic and subsequent burn-out worsened existing staffing shortages within the health and social services sectors across Canada. Post-pandemic and through the life of this HR Plan, this shortage has intensified, with many health professionals resigning, retiring, or reducing their working hours.

Additional unforeseen natural disasters – wildfires and flooding – also created a significant strain on NWT residents, Health and Social Services System clients, and staff. In 2021 and 2022, Northwest Territories experienced some of its worst flood seasons on record with Hay River, Jean Marie River, Fort Simpson, Fort Good Hope, Aklavik, and Fort Resolution all directly impacted. Hundreds of people were forced to evacuate their homes. The 2023 wildfire season was the worst on record with nearly 70 percent of NWT residents evacuated from their home community and many out of the territory, in some cases more than once.

As a natural result of national shortages of Health and Social Services (HSS) professionals, jurisdictions across Canada offered increasingly competitive recruitment and retention initiatives, including labour market supplements and bonuses. At the same time, the Northwest Territories has experienced increases in our cost of living, in combination with an expired Collective Agreement for the NWT Public Service, making the NWT HSS System less competitive than it once was in attracting health and social services professionals through highly competitive salary and benefits.

While the Health and Social Services System continued to focus on the delivery of programs and initiatives as outlined within the Human Resources Plan, these challenges created increased workloads, delays in the roll-out of some initiatives, and the introduction of additional funding, programs, and initiatives beyond those outlined within the HR plan.

New initiatives provided additional support to our existing health system, and include incentives to both recruit new employees, and retain the valuable employees we currently have. These initiatives ranged from: offering incentives to employees to work over holiday periods (the Friends and Family Travel Program). Others provided incentives to encourage people to recruit professionals they know (the Referral Program) and incentives to individuals to work with us (labour market supplements, licensing fee reimbursements, international travel for NWT professionals). Additional training supports were also developed as well as transition support for relocating employees and their families.

I am excited by all the positive change that has occurred during the three years of the HR Plan through the roll-out of the many programs and initiatives. Despite the many challenges facing our territory and the NWT HSS System over that time, we have built a strong foundation from which we can continue to build, with a focus on attracting and retaining an engaged and satisfied workforce.

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Message du Ministre



L'hon. Lesa Semmler
*Ministre de la Santé et des
Services sociaux*

Le rapport 2023-2024 sur les résultats du Plan des ressources humaines du système de santé et des services sociaux des Territoires du Nord-Ouest (TNO) est un document d'accompagnement du Plan des ressources humaines, qui donne un aperçu des progrès réalisés tout au long du plan triennal.

Le Plan des ressources humaines est le fruit d'une collaboration et d'une vision commune entre le ministère de la Santé et des Services sociaux et les trois administrations des services de santé et des services sociaux, soit l'Administration des services de santé et des services sociaux de Hay River (ASSSHR), l'Administration des services de santé et des services sociaux des Territoires du Nord-Ouest (ASTNO) et l'Agence de services communautaires tłjchq (ASCT). Le plan était basé sur la vision des ressources humaines d'un effectif solide et représentatif, déterminé à atteindre l'excellence, soutenu par un leadership fort et une culture organisationnelle ancrée dans les principes des soins fondés sur les relations, la sécurité culturelle et la lutte contre le racisme.

Ce plan stratégique s'échelonnant sur une période de trois ans a été créé pour établir des bases solides afin de répondre aux besoins futurs en matière de recrutement et de rétention du personnel du système de santé et des services sociaux des TNO. Le plan avait pour but de tracer une voie claire pour le personnel du système de santé et des services sociaux en lui fournissant les outils, le soutien et les programmes nécessaires pour réussir à fournir les meilleurs soins et services possibles aux résidents des TNO.

Au cours de ces trois années, le système a continué à croître et à évoluer pour devenir un système davantage unifié qui favorise la collaboration.

Au cours de cette période, plusieurs initiatives fondamentales ont été mises en place, y compris : des sondages à l'embauche et au départ; deux nouveaux programmes visant à inciter les étudiants et les jeunes des TNO à envisager des carrières au sein du système de santé et des services sociaux (soit les stages d'observation et programmes d'observateur clinique, et le programme de bourses du système de santé et des services sociaux); un projet pilote de leadership en santé; un projet pilote pour l'engagement des employés; un programme d'orientation des nouveaux employés; le lancement d'un système de gestion des apprentissages sur le système de santé et des services sociaux et d'une série de formations obligatoires; la ressource Elsevier Clinical Solutions pour les équipes cliniques; et le programme de perfectionnement des compétences pour infirmiers en santé communautaire.

La portée des stratégies et des objectifs d'attraction et de recrutement s'est élargie grâce à des campagnes de marketing, à des événements, à une présence en ligne et à des mises à jour du guide des professions pour les étudiants et les jeunes. L'Initiative de perfectionnement professionnel a permis de soutenir chaque année plus de 200 employés du système de santé et des services sociaux, et le programme ciblé de soutien à l'éducation a permis de soutenir plus de 40 diplômés pendant la durée du plan. Autre fait marquant pour l'ensemble du GTNO, le leadership inclusif a été ajouté en tant que septième compétence essentielle dans le but de soutenir une culture organisationnelle axée sur la sécurité culturelle et la lutte contre le racisme.

Au moment de l'élaboration de ce plan, la pandémie de COVID-19 et l'épuisement professionnel qui en a découlé ont aggravé les pénuries de personnel dans le système de santé et des services sociaux au Canada. Après la pandémie et tout au long de la durée du plan, cette pénurie s'est intensifiée, car de nombreux professionnels de la santé ont démissionné, pris leur retraite ou réduit leurs heures de travail.

D'autre part, des catastrophes naturelles imprévues, comme des feux de forêt et des inondations, ont exercé une forte pression sur les Ténos ainsi que sur les clients et le personnel du système de santé et des services sociaux des TNO. En 2021 et en 2022, les Territoires du Nord-Ouest ont connu l'une des pires saisons d'inondations jamais enregistrées – en effet, les collectivités de Hay River, de Jean Marie River, de Fort Simpson, de Fort Good Hope, d'Aklavik et de Fort Resolution ont toutes été directement touchées. Des centaines de personnes ont dû être évacuées. La saison des feux de forêt de 2023 aux Territoires du Nord-Ouest a également été la pire jamais enregistrée. Près de 70 % des habitants ont été évacués de leur collectivité et beaucoup ont dû quitter le territoire, plus d'une fois dans certains cas.

En raison de la pénurie nationale de professionnels de la santé et des services sociaux, certains gouvernements provinciaux et territoriaux ont proposé des initiatives de recrutement et de maintien en poste de plus en plus compétitives, y compris des suppléments et des primes de rémunération pour l'emploi. Parallèlement, les Territoires du Nord-Ouest ont connu une augmentation du coût de la vie qui, combinée à l'expiration de la convention collective de la fonction publique des TNO, a rendu le système moins compétitif qu'il ne l'était auparavant. En dépit des salaires et des avantages sociaux concurrentiels, il était donc plus difficile d'attirer des professionnels de la santé et des services sociaux.

Bien que le système de santé et des services sociaux ait continué à se concentrer sur la mise en œuvre des programmes et des initiatives décrits dans le plan des ressources humaines, ces défis ont entraîné une augmentation de la charge de travail, des retards dans le lancement de certaines initiatives et l'ajout de financement, de programmes et d'initiatives supplémentaires par rapport à ce qui était prévu dans le plan.

De nouvelles initiatives, comme des incitatifs pour recruter de nouveaux employés et conserver les précieux employés actuels, ont permis d'apporter un soutien supplémentaire au système existant. Parmi ces initiatives, on retrouve les mesures incitatives qui incitent les employés à travailler pendant la période des Fêtes (le Programme de voyages pour les amis et la famille), qui encouragent les gens à recruter des connaissances professionnelles (le programme de recommandation) et qui amènent les professionnels à travailler avec nous (suppléments de rémunération pour l'emploi, remboursement des frais d'agrément et voyages internationaux pour les professionnels des TNO). Du soutien à la formation supplémentaire ainsi que du soutien à la transition pour les employés et les familles qui s'installent aux TNO ont également été mis en place.

Je me réjouis de tous les changements positifs qui se sont produits au cours des trois années du plan grâce à la mise en œuvre de multiples programmes et initiatives. Malgré les nombreux défis que notre territoire et le système de santé et des services sociaux des TNO ont dû relever pendant cette période, nous avons établi des bases solides sur lesquelles nous pouvons continuer à construire, en mettant l'accent sur l'attraction et la rétention d'un effectif motivé et satisfait.

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Vision



Best health.
Best care.
Better future.

HR Plan Vision

A robust and representative workforce, committed to excellence, supported by strong leadership and an organizational culture rooted in the principles of relationship-based care, cultural safety, and anti-racism.

Acronyms and Terminology

BBF Blood and Bodily Fluid

CoP Community of Practice

DHSS Department of Health and Social Services

DoF Department of Finance

FTE Full Time Equivalent

GIP Government of the Northwest Territories Internship Program

HR Human Resources

HRHSSA Hay River Health and Social Services Authority

HSS Health and Social Services

HSS System Northwest Territories Health and Social Services System

JOHSC Joint Occupational Health and Safety Committee

KPI Key Performance Indicator

LMS Learning Management System

NTHSSA Northwest Territories Health and Social Services Authority

OCPHO Office of the Chief Public Health Officer

OHS Occupational Health and Safety

P1 Priority 1

P2 Priority 2

PDI Professional Development Initiative

PIA Privacy Impact Assessment

PoV Proof of Vaccination

RRP Regional Recruitment Program

SOP Standard Operating Procedures

TASP Targeted Academic Support Program

TB Tuberculosis

TCSA Tłįchq Community Services Agency

Collective Agreement The written contract negotiated through collective bargaining for employees by the Union of Northern Workers and the Government of the Northwest Territories.

Core Competencies Competencies are demonstrable characteristics and skills that enable people to deliver superior performance in each job, role, or situation. The GNWT has seven core competencies and thirty-nine general competencies. These competencies form the GNWT Competency Model that is the basis of strategic human resource processes, such as attraction, selection, retention, performance management, development, and succession planning.

Employee Retention An organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily.

Indigenous Population / Workforce Those persons who are descendants of the Dene, Inuit, Cree, or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to Section 23 of the Vital Statistics Act and any Canadian aboriginal persons who have lived more than half of their life in the Northwest Territories. While Indigenous is the preferred terminology when referencing the Indigenous population, within the context of the Affirmative Action Policy, and hiring / workforce metrics, the Indigenous population / workforce may also be referred to as Indigenous Aboriginal, or Priority 1 (P1).

Labour Market Supplements A compensation increase (in the form of a recruitment bonus) applied to address market competitiveness for a specific period of time to a position (or group of positions) in addition to the standard salary established through the job evaluation process.

Northern Population / Workforce Non-aboriginal persons born in the Northwest Territories or persons who have lived more than half their life in the Northwest Territories. Within the context of the Affirmative Action Policy, and hiring / workforce metrics, the Northern population / workforce may also be referred to as Indigenous Non-Aboriginal, or Priority 2 (P2).

PracticeNWT PracticeNWT is the attraction and recruitment banner for health and social services professionals for the entire Northwest Territories Health and Social Services System. Their primary role is to attract health and social services professionals, including allied health professionals, midwives, nurses, physicians, and social workers, to the many outstanding employment and lifestyle opportunities available in the Northwest Territories.

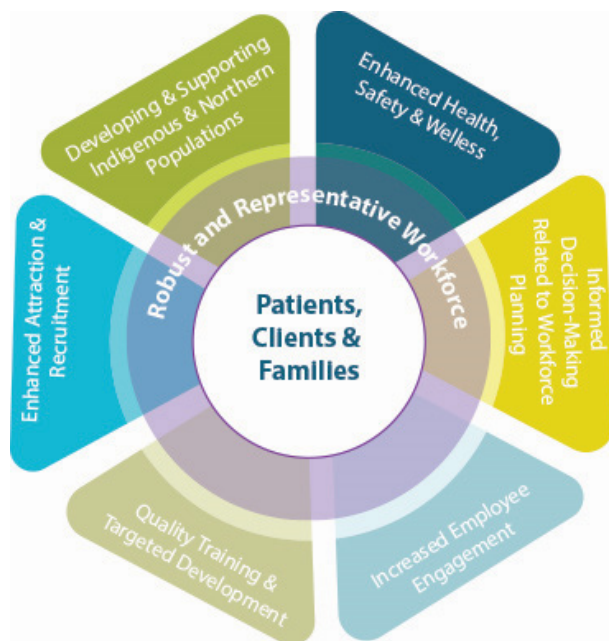
Recruitment The process of attracting, screening, hiring, and ultimately onboarding qualified job candidates.

Retention Employee retention is the organizational goal of keeping productive and talented workers.

Talent Acquisition Talent acquisition is the process of identifying organizational staffing needs, recruiting qualified candidates and selecting the candidates best suited for the available positions.



Results by Strategic Goal



Looking back to the creation of the Northwest Territories Health and Social Services System (NWT HSS System) in 2016, an incredible amount of positive change has occurred. The 2021-2024 HR Plan was intended to help ensure that the HSS workforce had a clear path forward, with the tools, programs, and support required to succeed in delivering the best healthcare and social services possible to the residents of the Northwest Territories.

Highlights

Highlights from the 2023/24 year, by Strategic Goal, include:

1. Informed Decision-Making Related to Workforce Planning, Recruitment, and Retention

- Key information to help inform recruitment and retention efforts through the introduction of entry surveys in 2022/23 and a new exit survey platform.

2. Developing and Supporting Indigenous and Northern Populations in the Pursuit of Health and Social Services Careers

- Two new initiatives intended to inspire NWT students and youth to consider careers in the health and social services were launched: the Clinical Observership and Job Shadowing Programs, and the NWT HSS Bursary Program.
- The NWT Health and Social Services Occupation Guide was updated in early 2024 to reflect additional occupations, updated salaries, and tailored information.

- The in-person Take Our Kids to Work Day event evolved to two events that were well received by Grade 9 students across the Northwest Territories. The first event was hosted in a larger space in Yellowknife with guests and booths, the second welcomed students from across the NWT online.

3. Enhanced Attraction and Recruitment Strategies and Goals

- Approximately 200 marketing campaigns were launched through PracticeNWT over the life of the HR Plan, targeted at attracting health and social services professionals to the Northwest Territories in high priority / hard-to-fill positions.
- PracticeNWT sponsored or attended over 80 career fairs / conferences to connect with HSS professionals, including its partnership in the inaugural PEER North Medical Conference in 2022, in Yellowknife.
- PracticeNWT continued to expand its online presence, with over 40,000 unique PracticeNWT website visitors in 2023/24, and over 4,000 social media followers for its Facebook, X, Instagram, and Threads social media accounts.
- The first digital newsletters were published in 2023/24. There are newsletters for Student and Youth, HSS Professionals, and for Physicians.

4. Increased Employee Engagement through Organizational Change and Leadership Development

- “Inclusive leadership” was added as the GNWT’s seventh core competency, in support of an organizational culture focused on cultural safety and anti-racism.
- The LEADS Health Leadership Pilot Program launched in Fall 2022 with 10 NTHSSA Health leaders taking part.
- The Employee Engagement Strategy Pilot was launched in December 2023. The main priorities of the strategy are Employee Well-Being, Onboarding and Orientation, Leadership Strategy and Training, Development and Growth.





5. Support Quality Training and Targeted Development

- The NTHSSA New Employee Orientation Program launched in April 2023 with a 50% satisfaction rate with the training in its first year.
- The new eLearning NTHSSA Mandatory Training series was launched in April 2024 with 10 eLearning modules developed for the NTHSSA mandatory training series.
- The launch of Bookboon, a Learning Content Library for self-directed, soft-skill development.
- The launch of the new HSS Learning Management System to Stanton Employees in 2022, and to all NTHSSA Staff, students, and contract workers in April 2024.
- Elsevier Clinical Solutions was implemented in November 2021 with ongoing access and use by clinical teams across the HSS System.
- Over 200 HSS System staff were supported with the Professional Development Initiative (PDI) each year and the Targeted Academic Support Program (TASP) supported 42 graduates between 2021 and 2024.
- The Community Health Nurse Competency Development Program launched in 2022 as a self-directed learning opportunity, accessible to all nursing staff within the HSS System. 340 staff accessed this Program between 2021 and 2024.

6. Enhanced Health, Safety, and Wellness Support Systems

- 61% of workplaces had a Joint Occupational Health and Safety Committee or representative by March 31, 2024.

1 Informed Decision Making Related to Workforce Planning, Recruitment, and Retention



Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Identify factors that contribute to talent acquisition, hiring, and retention challenges, such as high turnover and vacancies.	Provide exit surveys and/or interviews of exiting employees.	% of exits who completed survey and/or interview.	33%	35%	31%	Exit surveys are a valuable resource to capture the thoughts of those leaving the HSS System. A new exit survey platform was launched in November of 2023 with enhanced metrics.
	Introduce entry surveys, to better understand employee attraction, recruitment, and onboarding experiences.	% of new hires who completed survey and/or interview.	Survey finalized for 2022/23	40%	34% *first three quarters	The introduction of entry surveys has provided key information to help inform recruitment and orientation efforts.
Monitor and analyze trends in the national labour force and within the HSS System workforce in support of effective organizational and labour force planning.	Conduct quarterly vacancy reviews to identify vacancies and vacancy trends, and current and future recruitment needs.	Status of reviews and analysis.	3 of 4 completed. (September 2021 not completed due to pandemic pressures.)	4 of 4 completed.	4 of 4 completed.	Vacancy reviews and analysis continue to evolve to meet the needs of management.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Continue to support and expand position tracking and screening criteria project in support of workforce planning, including recommendations on streamlining position requirements.	% of System positions up to date in screening criteria project database.	77% (NTHSSA & TCSA)	86% (HRHSSA, NTHSSA, TCSA)	86% (HRHSSA, NTHSSA, TCSA)	Access to the DHSS position information became available in May 2024, and will be added to the database in summer 2024.
		Status of report on streamlining positions, trends.	Future Initiative	Completed	Delayed to summer of 2024.	Report provides an overview of recommendations on streamlining positions, inconsistencies, and overall trends.
	Conduct quarterly analysis of recruitment activity trends within the HSS System.	Status of analysis report.	Completed on an ad hoc basis.	Completed on an ad hoc basis.	Completed on an ad hoc basis.	Analysis of recruitment activity trends was conducted on an ad hoc basis, as dictated by the current needs of the System.
	Conduct regular national labour force review and analysis in support of HSS System workforce planning.	Status of reviews and analysis.	Review completed.	Review completed.	Review completed on an ad hoc basis.	Working towards development of a reporting template.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Collaborate with staff to gain feedback related to recruitment and retention to identify opportunities for improvement.	Meaningful collaboration between the HSS System and the Department of Finance, HR Branch to help address HSS specific challenges.	# of meetings between NTHSSA and Health Recruitment Unit.	Bi-weekly meetings occurred.	Bi-weekly meetings occurred.	Bi-weekly meetings occurred.	Bi-weekly meetings ensure remaining apprised of current challenges and opportunities and a common understanding regarding direction and approaches.
	Seek opportunities to provide meaningful input on Physician contracts to include new or exclude existing recruitment and retention initiatives	Monthly meetings between key stakeholders in physician recruitment and retention.	Regular monthly meetings between stakeholders occurred.	Regular monthly meetings ceased in December to explore new meeting approach.	Ad Hoc meetings occurred, as required.	With Physician and Conference schedules it is difficult to coordinate meeting times. New meeting approaches will be considered.

2 Developing and Supporting Indigenous and Northern Populations in the Pursuit of Health and Social Services Careers



Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Promote and access GNWT programs geared towards the development and attraction of Indigenous and Northern populations. This will be achieved by taking advantage of a variety of employment programs supported through the Department of Finance.	Summer Student Employment Program.	# of students hired	81 students hired.	79 students hired.	80 students hired.	The average number of students hired between 2016-2020 was 84. This average decreased to 80 for this reporting period.
		% of students Indigenous Aboriginal or Indigenous Non-Aboriginal	99%	96%	94%	The average between 2016-2020 was 96%. This average remained constant for this reporting period.
	Regional Recruitment Program	# of Indigenous and Northern population hired through RRP within HSS System	0 hired.	0 hired.	0 hired.	This Program is a recruitment and on-the-job training program that links regional positions to potential candidates providing focused training and mentorship.
	GNWT Internship Program	# of Indigenous and Northern population hired through GIP within HSS System	6 hired.	3 hired.	7 hired.	The average between 2018-2021 was 4.7/year. This average increased to 5.3/fiscal year for this reporting period.
	Indigenous Career Gateway Program	# of Indigenous population hired through ICGP within HSS System.	5 hired.	3 hired.	1 hired.	The average between 2018-2021 was 4.7/year. This average decreased to 3/year for this reporting period.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Inspire Indigenous and Northern populations to pursue careers within the HSS System and HSS professions.	Produce annual HSS Occupation Guide.	Regularly update the HSS Occupation Guide.	Update completed Fall 2021.	Update completed Fall 2022.	Update completed February 2024.	The Occupation Guide has been updated annually and promoted broadly, highlighting occupations, educational requirements, demand, and salaries for an expanding variety of HSS professions.
	Establish HSS bursary program to support NT students in pursuing careers in hard-to-fill HSS professions.	Program status.	-	Program established.	Ongoing program delivery	The NWT HSS Bursary program was successfully established for the 23/24 school year. 55 students received bursary support in 2023/24.
		% of program funding utilized	-	-	91%	
	Attendance at career and health fairs in NWT communities.	# of NWT student/youth fairs attended	No student and youth fairs attended due to COVID restrictions.	11	14	Student and youth fairs from across the territory were attended. Events included school fairs, community fairs, school visits, and youth programs.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Support the annual Take Our Kids to Work Day event each November.	% of students satisfied with Take our Kids to Work Day programming.	No in person event due to COVID.	93%	100%	The in-person Take Our Kids to Work Day Event has evolved over the reporting period. Hosting off-site in a larger space with guests and booths was very successful. The Virtual event was first hosted in 2021/22 when an in-person was not an option. In 2022/23 both events were hosted at the same time. In 2023/24 they were hosted separately to provide tailored content to both audiences.
			First Virtual event hosted.	-	50%	
		# of Students attended	7	15 students (Yellowknife) 2 (Hay River)	16 students attended in-person.	
			3 classrooms	2 classrooms	6 classrooms (virtual) (approximately 130 students)	
	Create an intensive, one-week annual HSS Career Camp for students from across the NWT.	Program status.	-	-	-	Camp postponed indefinitely due to funding constraints.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Create a HSS Youth Mentorship Program.	Program status.	-	-	-	A delay was experienced in developing the HSS Youth Mentorship Program due to competing demands.
		% of Mentors / Mentees satisfied with program.	-	-	-	
	Design a Graduate Transition Program to support the successful transition of NWT post-secondary graduates into HSS NT careers.	Program status.	-	-	-	Program cancelled. Made redundant with creation of other programs.



3 Enhanced Attraction and Recruitment Strategies and Tools



Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Establish meaningful connections with students and graduates considering the HSS System for future employment opportunities, with an emphasis on hard-to-fill positions.	Develop digital newsletters targeted at students and youth interested in HSS careers.	Student / youth digital newsletter created and posted on PracticeNWT.	-	-	1 of 2 completed (beginning Sept 2023).	Student and Youth Newsletter highlighting student and youth programs and events is scheduled to be developed every quarter going forward.
		# of unique views	-	-	43 Newsletter Page Views	
	Implement HSS System- wide Clinical Observership and Job Shadowing Guidelines.	Program status.	-	Program established and launched.	Ongoing program delivery.	The Clinical Observership and Job Shadowing program was developed, established and launched in this reporting period.
		# of Participants	-	2	12	

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Establish meaningful connections with students and graduates considering the HSS System for future employment opportunities, with an emphasis on hard-to-fill positions. (Cont'd)	Expand upon existing opportunities for practicum and student placements, including medical learners, to cultivate in students an interest in future career and life opportunities in the Northwest Territories.	# of agreements in place with academic institutions.	43	48	52	Number of affiliation agreements in place with academic institutions has continued to increased year over year with the addition of a first US based school in 2023-24. Most agreements in place are initiated by academic institutions, however, certain program areas within the HSS System actively seek out program specific partnerships. Numbers of students completing practicums and medical learners in 2024 was lower due to wildfire evacuations.
		# of students completing practicums.	91	90	80	
		# of medical learners.	47	82	50	

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Deliver the Family Medicine Residency Program, in collaboration with the University of Alberta.	Program status.	4 residents supported through program.	4 residents supported through program.	4 residents supported through program.	Six residents have graduated from the program to date with 2 now employed full time, 1 locuming regularly, and 2 pursuing additional training.
Create, support, and evaluate recruitment strategies and initiatives that attract quality talent to the HSS System.	Deliver compelling, targeted marketing campaigns for HSS System employment opportunities.	# of campaigns delivered	70+	80+	45+	In 2023-24 changes were implemented to the marketing campaigns including scheduled campaigns for high priority positions. Additionally, there has been a consolidation of competitions for similar positions in the Department of Finance. Combined, this has resulted in a reduction in the number of campaigns delivered per year. The Evacuation of several communities (due to forest fires) in the summer of 2024 also impacted the amount of advertising in 2023/24.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Promote NWT, through PracticeNWT brand.	# of unique visitors to PracticeNWT.ca.	29,552	35,029	40,879	PracticeNWT.ca continues to have more unique visitors year over year.
	Expand online and social media presence.	# of social media followers.	2,474	3,341	4,001	PracticeNWT.ca continues to have more unique visitors year over year. (English & French)
	Develop defined process for attracting and recruiting bilingual talent.	Status of process.	Information gathering and understanding issue.	System implemented to inform service demand areas.	Formalize Relationship with partner agencies to advance marketing campaigns	Over the course of this 3 year period a information system was implemented to inform areas of demand for French services and a MOU was signed with partners in the French community to enable advancing work to identify key areas of need for French capacity while also building a foundation for collaborative efforts in marketing the NWT to bilingual HSS professionals nationwide.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Develop standard operating procedures (SOPs) for recruitment practices, with support tools for hard- to-recruit professions.	Status of SOPs.	SOPs Developed.	Additional SOPs developed.	Additional SOPs developed.	Updated as required.
		Status of support tools.	Support tools developed.	Additional tools developed.	Additional tools developed.	Updated as required.
	Collaborate between HSS authorities and the Department of Finance (DoF) in targeted recruitment of HSS professionals.	Frequency of meetings.	2 per month NTHSSA/DoF. Ad hoc with HRHSSA.	2 per month NTHSSA/DoF. Ad hoc with HRHSSA.	2 per month NTHSSA/DoF. Ad hoc with HRHSSA.	Regularly scheduled bi-weekly meetings occur between the Talent Acquisition Unit (NTHSSA) and Health Recruitment Unit (Finance), with check-ins with the HRHSSA as required.
	Collaborate between HSS authorities in the recruitment of physicians.	Frequency of meetings.	12	6	Ad hoc.	Meeting frequency and format is being reviewed internally to maximize effectiveness.
	Develop digital newsletters targeted at HSS professionals and Physicians.	HSS professionals & physicians' newsletters created and posted on PracticeNWT.	-	-	-	Delay in role out of quarterly newsletters due to capacity. First HSS Professionals newsletter published April 2024.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Create an Ambassador Program, supporting existing staff to attract and recruit new staff, including physicians, to the HSS System.	Program status.	-	-	-	The Ambassador Program was delayed due to capacity. The program is currently being delivered informally, with support from existing staff across the HSS System.
		% of Indigenous Aboriginal Ambassadors	-	-	-	
		% of Ambassadors satisfied with the tools and support	-	-	-	
	Expand knowledge base of FAQs.	# of unique visitors to FAQ page per year.	496	541	492	It is anticipated that the FAQ page will expand, with increased content, with the creation of the HSS Employee Transition Coordinator roles within the HSS System.
	Support recruitment activities at in-person and virtual conferences targeting hard-to-fill HSS positions.	# of events attended.	1	25	26	Efforts were made to strategically target events that would be successful for recruitment efforts.
		# of events with other types of participation (virtual, sponsorship)	20	9	1	



4 Increased Employee Engagement through Organizational Change and Leadership Development



Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Support managers in developing stronger leadership competencies to lead and engage employees through improved trust and confidence.	Create Talent Strategy, with a focus on the development of new leaders/staff aspiring to transition into management positions.	Status of strategy.	-	The LEADS Self-Paced Pilot program initiated in November 2022 with 10 participants.	Continuation of LEADS Pilot program with 10 participants.	The LEADS Pilot will end in 24/25. The HSS System is working on a partnership with the Canadian College of Healthcare Leaders to further develop and implement LEADS as part of the Management and Leadership Training & Development Program. Strategy development will begin after the Pilot program is complete.
	Provide support for managers transitioning into leadership positions through Management and Leadership Navigation Program, and Executive Leadership Integration Program.	% of managers who have completed applicable program(s).	-	Framework in development.	Framework established. Program In development.	This program includes operational training for leaders to manage within the HSS environment. The LEADS framework is the foundation for this program and will be adapted to support our staff.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Provide talent planning processes, where leaders are supported towards proficiency and success in their roles through professional learning plans.	% of managers with professional learning plans	-	-	-	This program is still in its pilot project phase. 10 staff participated in the LEADS pilot program through Canadian College of Health Leaders. As a requirement of this program, all 10 employees are required to complete a Learning Development Plan.
	Create and deliver a HSS System Leadership Development Program, with a focus on strategic priorities, expectations, and leadership skill development.	Status of program.	-	In development.	10 Participants enrolled in the Pilot Program.	This program is still in development with a cohort of 10 employees enrolled in the LEADS Pilot program.
		% of program funding used	-	-	In development.	The adoption of LEADS into the NWT HSS System is still in review.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Create and implement a Formal Leadership Mentorship Program to help leaders develop and accelerate learning of leadership skills.	Status of program.	-	Coaching Program In development.	Coaching Program established.	The mentorship program was put on hold due to internal capacity to facilitate. Based on system needs, a Coaching Program in partnership with the Canadian College of Health Leaders was established in September 2023.
		# of Senior Leaders with a LEADS Coach.	-	-	5 Senior Leaders were provided with a coach.	
	Provide support for staff seeking to enroll in the Indigenous Development and Training Program, offered through the Department of Finance.	# of HSS employees supported through the program.	2 employees.	4 employees.	6 employees.	The Indigenous Development and Training Program continues to be offered through the Department of Finance in support of the professional development of Indigenous employees to progress into Leadership positions.
	Develop a learning library of practical tools and skill development programs.	# of downloads from learning library.	Learning library implemented. 626 eBook downloads.	205 eBook downloads.	Expansion of library to include audiobooks. 813 eBook and audiobook downloads.	The Learning Library was implemented as an accessible resource to support staff in self-directed learning and development opportunities.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Support an organizational culture focused on cultural safety and anti-racism within the HSS System.	Ensure all senior management have completed the GNWT Indigenous Cultural Awareness and Sensitivity Training, as well as at least one Discussion Circle.	% of senior management to complete training.	-	94%	93%	Indigenous Cultural Awareness and Sensitivity Training is mandatory for all staff.
		% of DHSS senior management to participate in at least one discussion circle.	-	50%	-	All discussion circles for the 2023-2024 fiscal year were put on hold due to the capacity to deliver this program. Discussion circles will not be offered moving forward and will be replaced by Commitment Statements for senior management in the HSS System.
	Ensure senior leadership and management attend the in-person HSS Cultural Safety and Anti-Racism Training.	% of management to attend training.	22%	39%	62%	In addition to 62% of the HSS System senior leadership and management attending this training, 17 Members of the Legislative Assembly did as well. There was also a session offered for all Deputy Ministers and Assistant Deputy Ministers. In 2024-25, a session will be offered for HSS System senior management.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Lobby to include anti-racism as 7th competency under GNWT Core Competency model.	Addition of anti-racism as 7 th core competency.	In progress.	GNWT core competency “Inclusive Leadership” established.		
Promote employee engagement as part of the organizational culture, empowering employees to effectively contribute to the role, team, environment, and HSS system.	Formally welcome & introduce employees new to the HSS System through a Centralized Orientation Program.	% of new employees completing orientation.	In development.	Program established.	Online Orientation Program Launched in April 2023.	The NTHSSA Orientation Program can be accessed by all staff on ournthssa. It will continue to be delivered through this online format and be updated as required.
		% of employees satisfied with orientation.	-	83% satisfied with pilot.	50%	
	Create a one-year Onboarding Framework for all new and new-to-role HSS System employees.	% of employees completing onboarding.	-	-	-	HSS System Onboarding Framework is in development with an anticipated launch date in the 2024-25 fiscal year.
		% of employees satisfied with framework.	-	-	-	

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Create an Engagement Strategy and associated strategic action plan to address areas of concern, including mental health.	Status of Strategy	-	Strategy developed.	Launch of Engagement Strategy Pilot.	The Employee Engagement Strategy Draft was launched in December 2023. We anticipate the Strategy will be launched in the 2024-25 fiscal year.
		Status of Action Plan development	-	Action Plan developed.	63% of action plan initiatives completed.	
	Establish a Community of Practice (CoP) for Indigenous employees.	Status of CoP	-	Terms of reference developed and approved.	-	Department of Health and Social Services is working towards implementation of the CoP. The first meeting is planned for the fall of 2024.
	Launch centralized employee recognition program, celebrating & acknowledging work of employees, & their contributions.	Program status.	-	In development.	Program on hold due to lack of funding and resources.	Program will be established in the 2024-25 FY.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Support engagement of employees through strategic goalsetting within performance management process	% of employees completing performance review	18%	16%	34%	A focus on goalsetting through the performance management process is an action item identified within the Employee Engagement Strategy. This action will evolve with the release of the final HSS Employee Engagement Strategy.
	Regularly communicate the HR Plan, its goals, objectives, and actions to the HSS workforce.	HR key documents hub on OurNTHSSA site.	Delayed release of HR Plan	HR Plan on OurNTHSSA.	Hub created with HR Plan section.	Talent & Organizational Development Landing page on ournthssa was established in December 2023 with access to the 2021-24 HSS HR Plan.
		Annual updates provided to all HSS System staff.	Delayed release of HR Plan	HR Plan launch announcement	Draft HR Plan Annual Report developed.	



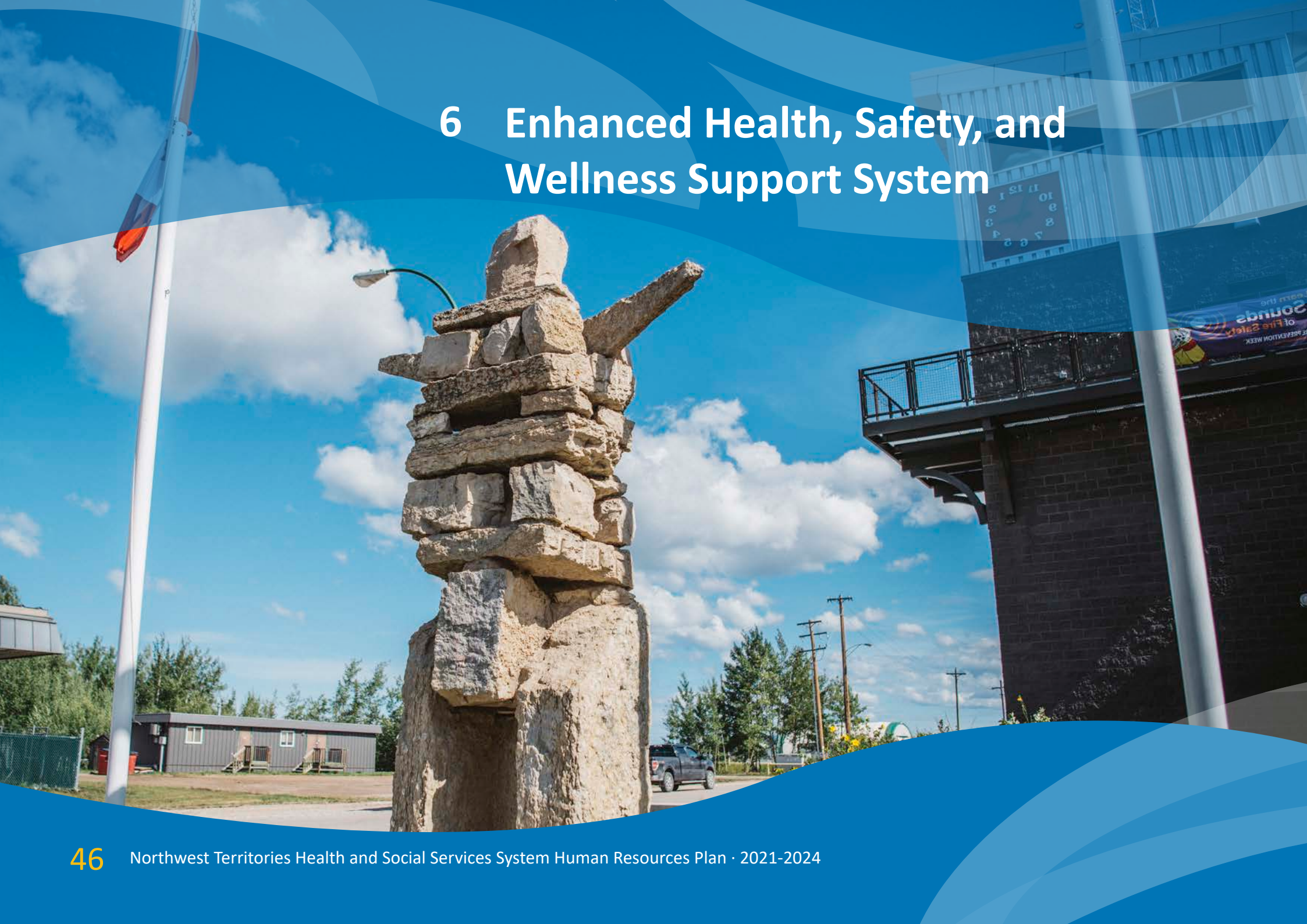
5 Support Quality Training and Targeted Development

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Strengthen the workforce through equal access to quality training.	Launch an HSS System wide Learning Management System (LMS), providing consistent learning opportunities to all staff.	Status of LMS.	System Build, Migration of Old Stanton LMS.	Stanton employees onboarded to LMS.	Launch to the remainder of NTHSSA staff.	Over this period, the LMS was launched in a phased approach. Year one focused on building the new system and migrating the old Stanton LMS. Year two focused on onboarding Stanton staff. Year three focused on the build and onboarding of all NTHSSA staff.
		HSS System employees set up on the LMS.	-	Stanton	NTHSSA	All NTHSSA staff were successfully integrated into the LMS by April 2024.
	Develop and deliver eLearning modules through the LMS, with a focus on customized staff training specific to the HSS System.	# of eLearning courses developed.	-	NTHSSA mandatory training series in development.	Additional training developed, based on training requirements.	10 eLearning modules developed for the NTHSSA mandatory training series.
		% of employees on LMS who have completed mandatory and statutory training.	-	-	9%	Training was launched in April 2024 to all NTHSSA Staff.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Provide staff with clinical solution resources, replacing fragmented and obsolete processes with up-to-date clinical best practices.	# of times staff accessed the clinical resources.	757	1,011	722	Elsevier Clinical Solutions was implemented in November 2021 with ongoing access and use by clinical teams across the HSS System.
Increase formal and informal learning experiences to assist employees in achieving career milestones through targeted developmental opportunities.	Support employee development through the Professional Development Initiative (PDI).	% of funding used through PDI.	32%	60%	60%	The HSS System continues to financially support staff in identified development activities.
		# of staff who received funding through PDI.	203	318	356	
	Support employee education advancement through the Targeted Academic Support Program (TASP).	% of funding used through TASP.	67%	57%	68%	
		# of post-secondary programs completed with TASP support per year.	14	15	13	

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
	Create a Community Health Nurse Competency Development Program delivered in a just-in-time, eLearning format, available to all nurses through LMS.	# of staff who have participated in the Community Health Nurse Development Program.	96	119	130	The HSS System continues to partner with Aurora College to deliver an online training and development competency program to support the development of our Community Health Nurse workforce.
	Launch an Employee Development Mentorship Program to promote a collaborative learning environment and guide career development.	Status of program	-	-	-	This program was placed on hold due to internal capacity to support this initiative.
		# of employees with mentors.	-	-	-	

6 Enhanced Health, Safety, and Wellness Support System



Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Launch formalized Joint Occupational Health and Safety Committee (JOHSC) and Occupational Health and Safety representatives (OHS) structures throughout every NTHSSA worksite.	Engage executive leadership in the development and launch to ensure proper JOHSC/OHS representatives support throughout the regions.	Active Status of JOHSC/OHS reps structures.	JOHS Committee/ Representative SOP development and collation of all active JOHSCs.	Final SOP drafted for final approval. Currently 56% of workplaces have a committee or a representative.	61% of sites have JOHSC or Safety Representative in place.	JOHSC SOP was temporarily put on hold while resources were allocated to priority areas. New timeline for SOP finalization is the end of 2024, and active committees at 100% of sites by end of 2025.
	Educate staff and management on the functions and responsibilities of the JOHSC members based on OHS Regulations.	Completed mandatory JOHSC training.	OHS Unit attends active JOHS committee meetings and provides advice and informal education on JOHSC roles and responsibilities.	Provide all active JOHSCs with formal committee training through CCOHS online course. List of sample courses listed in the SOP.	All active JOHS Committee members and representatives have begun or completed online JOHSC course and/ or additional OHS related courses.	Education is built into the SOP draft, and as JOHSC/ OHS Reps new members join on boarding training is completed by each member.
	Develop key performance indicators (KPI) for the JOHSC.	Established KPI reporting.	Start development of KPI.	Imbed KPI in final draft JOHSC/R SOP.	JOHSC/R to submit annual report.	KPIs are captured in the draft SOP. Once launched KPI reporting will contribute to OHS program improvements.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Develop a communicable disease program to address various communicable hazards encountered by staff within the NTHSSA.	Finalize the staff immunization policy, including receipt and maintenance of records.	% of records complete.	Immunization & TB Screening SOP drafted. Records received by OHS Team uploaded to Employee Health Record program. ~25% of records received. ~80% of COVID-19 POVs received.	SOP approved; implementation plan established. Records database submitted for approval. Review of staff records to identify missing and/or renewal of vaccinations/TB screening ~90%	Letter sent to all NTHSSA staff regarding immunization records and upcoming changes. Formal launch anticipated in coming months.	Collaboration with HR and Privacy to finalize immunization records process for new hires.
	Establish processes for internal and external reporting of exposure incidents.	Launch of permanent external reporting system.	Internal reporting through RL6 and external reporting through OCPHO process for reportable communicable diseases.	Blood and Bodily Fluid (BBF) exposure SOP under development.	Draft BBF SOP.	BBF SOP drafted. Ongoing engagement sessions with internal stakeholders into Q2.
	Establish necessary directives for response & ordering of necessary post-exposure follow-up internally.	Medical directive.	Identify what directives required for OHS Nurses.	Draft directives developed.	Ongoing engagement sessions with internal stakeholders into Q2.	Tied to BBF SOP and ongoing engagement.

Objectives	Actions	Performance Measure	2021/22	2022/23	2023/24	Summary of Results
Leverage and expand upon existing mental health resources available to HSS System employees, including cultural activities, while increasing accessibility.	Create and implement Mental Wellness Communications Strategy, to connect employees to resources.	Status of strategy	-	-	Completed by October 2023.	Implement by November 2024.
	Establish cross-system Mental Health Committee that supports and promotes mental wellness in the workplace.	Status of committee.	-	-	Committee established by September 2023.	An Employee Wellness Program Specialist position is being established.
		Status of action plan.	-	-	Action plan finalized by March 2024.	Action plan will be established upon hire of FTE 2024-25 fiscal year.

