Human Resources Plan
Progress Update

JANUARY 2012
Message from the President and CEO

People play a critical role in any organization and ours is no exception. Here at eHealth Ontario, we strive to excel in all we do through talent acquisition and retention, in keeping with our mission to provide improved patient care, safety and access to personal health information.

We are deeply committed to building a culture of excellence through collaboration and by consistently delivering on employee feedback. This report will provide you with an overall snapshot of the many initiatives, led by our human resource team, that serve to strengthen our people leadership, provide value to your individual career progression, maintain open lines of communication and uphold our vision and mandate.

I am very proud of your commitment to providing Ontarians with electronic health records and our collective accomplishments as an agency. Thank you for all that you do. We have a great future, working together, to improve the lives of 13 million Ontarians.

Greg Reed
Message from the VP, Human Resources

Over the past year our main focus has been to build and support functional human resource programs in line with our four key priorities: improving capability; employee engagement; streamlining core processes and service delivery; and attracting and retaining top talent.

Our employees are in a very unique position in that everyone is contributing to building a better healthcare system and ultimately helping to save lives. My team and I remain committed to our strategy and to building a positive culture at eHealth Ontario.

This past year we have worked to increase employee engagement through targeted actions, process improvements and excellent service delivery. Our focus on employees’ career progression is displayed in 117 internally filled positions over the course of the past twelve months.

We are proud to be named one of the GTA’s Top Employers for 2012 and look forward to continuing our efforts to build a great place to work.

This progress update will provide you with an overview of our achievements over the past year and a glimpse into what you can expect from us moving forward.

Jamie Allison

eHealth Ontario has been recognized as a one of GTA’s Top Employers and was included in the 2011 edition of The Career Directory, Canada’s Best Employer for New Graduates. These external awards confirm we are on the right track with our HR policies, programs and processes.
ENGAGEMENT

Employee feedback from last year’s pulse check led to the delivery of new initiatives.

Employee Engagement Committee
Divisional engagement teams came together to create action plans which will complement the agency’s overarching engagement team and strategy.

Values Based Employee Recognition Program
“You’ve Made a Difference”
This online program allows employees to personalize messages to their colleagues, recognizing them for their hard work. Message notifications are sent to the recognized individual and their manager. To date, more than 300 employees have received recognition through the program.

My Career
Our ‘My Career’ intranet portal contains information for employees about career and professional development, facilitated learning opportunities, individual development plans, job postings and more.

United Way
Community outreach is a big part of the culture at eHealth Ontario. In October 2011 we launched our first corporate United Way campaign and have raised a total of $23,577.77 to date. Through our partnership with United Way and many additional initiatives organized by individual departments, we continue to diversify and expand our charitable reach across the city.

You Spoke, We Listened
Improving future career opportunities:
- My Career intranet site with career development tools and online learning resources
- Communication of all internal moves and new hires
- Annual career week focusing on career development
- Job description database

Managing performance to achieve goals:
- Performance management training for new employees and managers
- First stages of an electronic automated performance management system
- Professional development using Harvard ManageMentor
- Ongoing competency based training

Keeping the people we need:
- Pilot mentorship program
- Divisional engagement teams with action plans
- Weekly communication on new programs and accomplishments
- Wellness initiatives in the workplace including Tai Chi and Yoga
- Single provider for pension and benefits with online functionality
- Values based recognition program
Health & Wellness

Respectful Workplace
On-line respectful workplace, harassment, discrimination and strengthen our commitment to creating a positive and constructive work environment.

Health and Safety
An annual health and safety training program was implemented to provide clear guidelines on how to report accidents and incidents in the workplace. It further ensures that employees understand their rights and responsibilities under the occupational health and safety act.

Wellness Initiatives
The agency’s first Wellness Week, launched on May 2nd, featured 17 different sessions including healthy eating, anti-aging, financial planning and more. As a result of the positive feedback from this initiative we have introduced two ongoing onsite wellness programs: Tai Chi and Yoga.

Maintaining a healthy workplace is the responsibility of everyone at eHealth Ontario – we look forward to continuing our initiatives with you in 2012.

What’s Next

✓ Annual pulse check on employee engagement on January 26, 2012 to measure progress since January 2011
✓ Second annual Wellness Week and additional onsite wellness programs
✓ Engagement plans at the work team level
✓ Annual respectful workplace, violence prevention and health and safety training for all employees
BUILDING CAPABILITY

We are continuing to further build the capabilities of our employees and managers through our performance and talent management programs; and our learning and development structure.

LEARNING AND DEVELOPMENT

Career Week
Our second annual career week held a greater focus on career development with sessions geared to strategic influence, collaboration, executive career progression and more.

Leading with Excellence
In an effort to strengthen our people leadership across the agency we are introducing our ‘Leading with Excellence’ platform exclusively for people managers.

The platform will include: people manager-specific competencies; a managers intranet portal and ongoing tactical and strategic leadership learning.

Job Description Database
An online job description database was introduced to help employees with their individual development plans and career paths at eHealth Ontario. Detailed job descriptions provide employees with a clear picture of the areas they should focus on in order to achieve lateral or progressive career moves. Over 180 job descriptions are currently posted to database with more jobs being added weekly.

Harvard ManageMentor
The Harvard name denotes ‘best-in-class’. This online leadership resource center combines in-depth learning and practical advice through useful articles, interactive training modules and scenario-based problem solving.
Performance Management

Last year a remarkable 100 per cent of all eligible employees completed their performance management plan. An agency wide competency assessment was completed based on the results of the PMP; and training programs were developed to support the greatest areas for improvement.

Training on performance management and individual development planning was offered to all managers and employees.

Competency based Training
We partnered with the Canadian Management Centre, Ryerson University, Knightsbridge and other learning providers to provide in-house leadership and skills development for all managers and staff.

Education Specialists
The training team, previously dedicated to our operations division, will be launching their services to the full agency in 2012. The training team has already delivered training and education modules for the diabetes registry demo, change management and the Windows 7 and Office 2010 upgrade.

Mentorship

A pilot mentorship program was launched in July with development and delivery which featured 20 mentors and 20 mentees.

The mentorship program was developed in partnership with all business divisions at eHealth Ontario. The mentoring experience will allow for collaboration and sharing of knowledge and experience between the mentors and mentees.

The program is designed to:

- Build a large and diverse pool of internal candidates for succession planning and future leadership positions
- Provide senior leaders with an opportunity to learn from and understand the experiences and challenges that many employees face
- Promote open and honest communication while sharing ideas and strategies to spur personal and professional growth
- Foster a better understanding about the agency’s business, organizational culture and successful career management
- Give program participants the opportunity to expand their professional networks and visibility across eHealth

What’s Next

Moving into 2012 leadership development and performance management will continue to be a focus for Human Resources

- A structured leadership competency model based on position level will be launched
- Full rollout of the ‘Leading with Excellence’ platform and managers online portal
- Automated performance management and individual development plans
- Agency-wide mentorship program to launch in spring of 2012
- Core competencies tailored to individual contributor, manager, director and VP’s
TALENT FLOW
Attracting and Retaining Top Talent

The talent acquisition team has focused on building a solid recruitment structure and effectively managing the talent pipeline. The team was successful in increasing efficiencies, building better processes to attract and retain talent and in sourcing best practices.

Talent Overview

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Positions Filled</td>
<td>299</td>
<td>312</td>
</tr>
<tr>
<td>Internal Hires</td>
<td>71</td>
<td>117</td>
</tr>
<tr>
<td>Employee Referrals</td>
<td>49</td>
<td>79</td>
</tr>
<tr>
<td>Co-ops Students</td>
<td>40</td>
<td>112</td>
</tr>
</tbody>
</table>

Internal Moves

A greater focus has been placed on career development within the agency as a result of feedback provided by employees in the January 2011 pulse check.

Over the course of the year 37.5 per cent of all vacancies were filled by internal employees - 117 employees in total - an increase of 13.8 per cent since 2010.

Internal hires are featured in a monthly communication to recognize the talent we have within the agency.

Interview Templates and Guides

Our recruitment team worked closely with leaders to develop and implement standard interview templates for all positions to create a consistent and fair recruitment process.

Co-op and New Graduates

Since the launch of our co-op program in October 2010 we have successfully supported 112 co-op students with four and eight-month co-op terms.
Building the Brand

Our new recruitment booth and brochures are now being used to market eHealth Ontario at job conferences, career fairs, campus recruitment and other talent acquisition events. Our presence at these events educates the public and potential new hires about the value of our business to Ontarians as well as the benefits that come with working at eHealth Ontario.

Unleash your potential

‘Unleash Your Potential’ recognizes employees who have displayed progression during their careers at eHealth Ontario. These individuals are showcased in a series of video testimonials which provide real life examples of how they are achieving their career goals.

What’s Next

✓ As a result of feedback suggestions from our divisional engagement committees, an upgraded applicant tracking will be rolled out in summer of 2012 which will allow job postings to be posted internally before going public
✓ Manager access to our recruitment portal to enable quicker review of resumes and applicant materials
✓ More in-depth talent mapping beginning with mid-year talent reviews
CORE PROCESS AND SERVICE DELIVERY

We have strengthened our communications process by implementing a single point of contact for all HR inquiries and assigned designed HR business partners to each division.

**HR One-Line**
A dedicated email address and phone line for all HR inquiries was implemented to provide employees with timely and accurate responses within 24 hours. *Since its inception in November 2010, HR One – Line has received over 3100 requests.* Inquiries and bright ideas disseminated through this program have helped us enhance our replicon system allowing employees easier access to view vacation time; as well as introduce online access to health and dental benefits information in partnership with SunLife Financial.

**Human Resources Business Partner**
In response to feedback from our first pulse check we introduced dedicated HR business partners to each division. The business partners work with both staff and management to support the divisions’ business objectives and provide HR requirements.

**Job Evaluation**
A new, cross-functional job evaluation committee and process were implemented in February 2011. Over 60 jobs have been evaluated using this new process.

**Together in One – SunLife Financial**
Employees are now able to view and update their defined contribution pension plan allocation online. The new system allows employees more control and access to benefits and pension planning tools.
Monthly Group Benefits and Pension Lunch and Learn sessions
We are now offering monthly sessions to educate employees about our flexible group benefits and defined contribution pension plan.

Training Policies and Guides
We have refreshed our policies and guidelines pertaining to external education; conferences and seminars; and professional memberships. This new process makes it easy for interested employees to take part in external development programs.

What’s Next
✓ Continuation of the monthly benefits and pension sessions
✓ Increased functionality of the HR One-Line System
✓ Job evaluation process improvements
LOOKING AHEAD

The human resource team remains focused on attracting and retaining top talent, engaging our employees, building capability and delivering service excellence.

We are dedicated to increasing leadership development opportunities; promoting ongoing opportunities for feedback and information sharing; and tailoring action plans to address improvements needed at the agency, divisional and department levels.

FUNCTION Human Resources

- Build agency employee engagement through targeted actions and process improvement
- Continue to build agency trust in HR delivery by creating and aligning core processes and excellent service delivery
- Build the functional programs and processes in 2011/2012 required to focus on measurable improvement of agency capability in 2011/12+
- Ensure cost effective acquisition and on-boarding of talent in the right place, at the right time at the right cost
- Leadership Development
- Compensation Structure Design
- Talent Mgt/Succession Planning
- Performance Mgt Sustainability
- Organization Design Review
- Benefit and Pension One Plan and Automation

Agency People/Culture

- High level of employee capability and ongoing development focus ensures culture of excellence in an “always on” environment
- Highly engaged workforce that shows pride in the agency AND the mandate
- Leaders create new thinking and ways of working to deliver sustainable success

HR Division: Future State

- Support the ongoing achievement of excellence by increasing efficiency and productivity
- Aligned with, have a deep understanding of, and support the goals and priorities of the agency
- Find solutions that enable while protecting the interests of the entire agency