



Red Lake Margaret Cochenour
MEMORIAL HOSPITAL



Red Lake Margaret Cochenour Memorial Hospital

Human Resources Strategy 2025-2027

“Compassionate, quality care – every patient, every time”

P.O. Box 5005 / Hwy 105, Red Lake, Ontario P0V 2M0 / Telephone: (807) 727-2231 Fax: (807) 727-2923
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Introduction

This Human Resources Plan provides a strategic framework for Red Lake Margaret Cochenour Memorial Hospital (RLMCMH) to attract, hire, engage, and retain a talented, dynamic, and inclusive workforce. The purpose of this plan is to meet the organization's evolving needs and ensure the delivery of high-quality services. The plan will also play a key role in supporting RLMCMH's strategic objective of "fostering a collaborative supportive team".

We acknowledge the challenges facing health human resources across Canada, particularly in the Northern, remote and small regions like Red Lake, where competition for roles such as Registered Nurses, Lab Technicians, and other critical positions is becoming increasingly intense. Addressing these challenges is essential for maintaining our ability to provide excellent care.

The unique demographic and geographic characteristics of the Red Lake create challenges that require tailored and innovative solutions to workforce planning. This plan reflects our commitment to utilizing technology to enhance human resource systems and processes, maintaining our values-based culture of care that prioritizes respect, inclusion, and well-being, and also attracting and supporting the growing number of new immigrants to Canada by offering meaningful opportunities to contribute to our healthcare system.

The vision, mission, and values of RLMCMH are the foundation of this plan, guiding our strategy:

Vision Statement

Working Together for Excellence in Northern Healthcare.

Mission Statement

Compassionate, quality care—every patient, every time.

Our Values

Respect. Integrity. Advocacy. Resiliency.

We have also aligned this plan with RLMCMH's strategic objective of "long-term planning and advocacy for future identified needs."

Based on the guiding principles, the human resources plan focuses on three key pillars:

1. Recruitment
2. Retention
3. Planning for future

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Pillar 1: Recruitment

Strategic Goal #1: Recruit a talented and skilled workforce in order to address the high-risk job vacancies to meet RLMCMH's needs.

Action Plan:

(i) Utilize Various Online Platforms for Job Postings

- Using multiple online platforms to post job openings and ensure postings are consistently updated.
- Customize job postings to attract specific talent pools.
- Use specific hiring sites associated with colleges and regulatory bodies to target specific regulated professions.

Expected Outcome:

- Attract a targeted audience that meets the job requirements.
- Enhanced visibility of job postings to regulatory and specialized talent pools, leading to a well-qualified candidate pool.
- Reduced number of vacant positions.

Lead: Human Resources Manager

Measurement: A job postings tracker will document the number and location of postings.

(ii) Participate in Job Fairs and Engage Interdisciplinary Teams

- Attend job fairs to connect with potential candidates and increase community awareness of RLMCMH's job opportunities.
- Encourage interdisciplinary team leads to represent the organization.
- Educate attendees about healthcare career paths and inspire interest in joining the RLMCMH team.

Expected Outcome:

- Attracting local talent by engaging the community.
- Increase awareness of healthcare careers in the community.

Lead: Senior Leadership Team

Measurement: Attending at least 2 job/career fairs in a year and tracking the number of job fair participants expressing interest in RLMCMH roles using onboarding tracker.

(iii) Promote RLMCMH's Relocation Assistance Policy

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- Highlight the relocation assistance policy in job postings to attract candidates from farther locations.
- Inform potential hires about the benefits of the policy.

Expected Outcome:

- Reduce the financial burden and stress of relocation for new hires.
- Enhance the candidate experience by demonstrating organizational support.

Lead: Human Resources Manager

Measurement: Tracking the Number of recruits utilizing the relocation policy using the onboarding tracker.

(iv) Maintain hospital housing rental Contracts and assist new hires with accommodation

- Coordinate housing placements for new hires relocating to the area, providing up to 8 weeks of accommodation in line with RLMCMH policy.
- Assist new hires in finding permanent housing by sharing resources and community contacts.

Expected Outcome: Provide a supportive transition for new hires, helping them settle into the community, and making moving here more exciting and attractive to potential hires.

Lead: Human Resources Manager

Measurement: Maintaining the housing coordination tracker documenting placement.

(v) Promote the Employee Referral Program

- Actively communicate the benefits of the referral program to existing staff through internal channels and team meetings.
- Encourage employees to refer qualified candidates, fostering a culture of engagement and collaboration in recruitment efforts.

Expected Outcome: Increased participation in the referral program, resulting in a higher number of successful hires from trusted employee networks.

Lead: Human Resources Manager

Measurement: Program review at the time of hire, Number of successful hires through the referral program within a year.

(vi) Building relationships with local indigenous organizations and promoting the employment opportunities

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- Coordinating meeting with the Employment Counsellor at the Red Lake Indian Friendship Centre to discuss employment opportunities, share current job postings and explore collaboration.
- Participation in career fair/ student fair opportunities at the schools in nearby First Nations reserves.

Expected Outcome: Strengthen relationships with indigenous partners

- Increased visibility of employment opportunities within the indigenous community.

Lead: Human Resources Manager

Measurement: Attendance in career fair events organized by Eenchokay Birchstick School, Pikangikum First Nation

Strategic Goal #2: Promoting a culture of diversity and inclusion.

Action Plan:

(i) Provide training and promote policies on Equity, Diversity and Inclusion.

- Regularly review and update the policies to align with evolving best practices.
- Provide training on the Ontario Human Rights code and the AODA

Expected Outcome:

Strengthening RLMCMH's commitment to equity, diversity and inclusion.

Lead: Chief Executive Officer, Human Resources Manager

Measurement: Timely review of the policies and 100% completion of The Ontario Human Rights code and the AODA training for new hires by the end of the year.

(ii) Develop internal capacity of immigration expertise and practices to support the employment of new immigrants

- Participation by Human Resources department in the education sessions on this topic

Expected Outcome: Expanded knowledge of immigration employment practices

Lead: Human Resources Manager

Measurement: Attendance in the training sessions related to new immigration pathways for healthcare workers

(iii) Providing indigenous cultural competence training for all new hires.

Expected Outcome:

- Greater cultural competence and awareness among employees.

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- An inclusive and respectful orientation process that reflects Indigenous values and perspectives.

Lead: Human Resources Manager

Measurement: Completion rate for indigenous cultural competence training by all new employees at the end of each year

Pillar 2: Retention and Staff Engagement

Strategic Goal #3: Completion of the probationary and biannual performance appraisals for all staff with the valuable feedback provided and received from staff by the end of each year.

Action Plan:

- (i) Digitalize and automate the performance appraisal process using the Surge platform to track and manage evaluations.
- (ii) Identify areas for improvement and develop performance improvement plans where needed based on the performance evaluations.

Expected Outcomes: Improved employee satisfaction with the evaluation process.

Lead: All Managers, Human Resources Manager

Measurement:

- Digitalization of performance evaluation process on surge.
- Achieve 100% completion of probationary performance appraisals by year-end.

Action Plan:

- (i) Conducting exit interviews to gain deeper insights into improvement needs and Human Resources Manager will summarize findings for the Senior Leadership Team at the end of the year to guide our planning for retention strategies

Expected Outcomes: Improved processes based on feedback.

Lead: Senior Leadership Team, Human Resources Manager

Measurement: Monitor and evaluate voluntary turnover rates and participation in exit interviews as part of the report to SLT at the end of the year.

Strategic Goal #4: Prioritizing employee wellness and recognition by reducing burnt out and stress among staff.

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Action Plan:

- (i) Planning employee recognition ceremonies, staff events, and regular acknowledgments.
- (ii) Focus on identifying and meeting employee needs to ensure they have the resources to perform their roles effectively by asking them the questions in daily huddles.
- (iii) Promote participation in wellness programs and activities through targeted incentives such as Wellness Incentive Policy.

Expected Outcomes: Environment that values and celebrates employee contributions, fostering engagement and retention.

Lead: All Managers, Human Resources Manager

Measurement: Staff Surveys, usage of wellness incentive policy

Strategic Goal #5: Facilitating the education and training in order promote a safety-minded workplace culture to prevent workplace violence

Action Plan:

- (i) Identify the risks and implement mitigation strategies based upon workplace incident reporting system and the Safety and Risk Report presented by Director of Quality and risk in JHSC meetings,
- (ii) Provide Non-Violence Crisis Prevention training
- (iii) Conduct workplace violence risk assessments as required
- (iv) Engage workers in safety initiatives through the Joint Occupational Health and Safety Committees

Expected Outcomes:

- Mitigation plans implemented for identified risk trends
- Training provided to all staff
- Completed risk assessments

Lead: Director of Quality and Risk, JHSC, Human Resources Manager

Measurement: Completion rate for Non-Violence Crisis Prevention training.

Pillar 3: Planning for future

Strategic Goal #6: Strengthen community partnerships and engagement.

Our focus will be on becoming a committed community partner through meaningful collaboration with local schools, and other healthcare stakeholders in the community.

Action Plan:

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- (i) Build strong partnerships with local schools. Organizing healthcare career path lectures for high school students to inspire future healthcare professionals. Facilitating co-op placements for high-school students.
- (ii) Develop and implement the volunteer program to engage diverse age groups.
- (iii) Actively participate in regional and local working groups and committees in order to facilitate regional and local community events, for example, New to Town local event.
- (iv) Collaborating with the colleges and universities to facilitate nursing student placements at RLMCMH

Expected Outcomes:

- Strengthened ties with community stakeholders, including Red Lake District High School, and other organizations.

Lead: Human Resources Manager

Measurement: Facilitating at least 6 co-op placements each year. Participation in Community events

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