



PRHC
**WORKPLACE
WELL-BEING**

FRAMEWORK 2025-2029

PRHC

Peterborough Regional
Health Centre

One team, here when you need us most.

www.prhc.on.ca



Be a workplace where people can thrive.

The Well-Being Framework will roll out in tandem with two other important plans launching in the spring of 2025: the Nursing Strategy and the Professional Staff Action Plan.

Together, the actions detailed in these three documents will play a crucial role in transforming PRHC into a more supportive, responsive and innovative workplace for all PRHC healthcare professionals and staff.

MESSAGE FROM THE CHRO

WE ARE EXCITED TO LAUNCH OUR WORKPLACE WELL-BEING FRAMEWORK!

Healthcare workers choose their careers because they care for people. We work hard and do our best, but our jobs are often challenging, our hours are long, and sometimes we can lose sight of our purpose as we work just to get through the day.

As part of our 2024-2029 Strategic Plan, PRHC has committed to being a workplace where people can thrive. The goal of this Well-Being Framework is to align all of us with that commitment, and to keep our attention focused on this important work in the years ahead.

As we developed this framework, we focused on listening and collecting feedback from staff, to ensure that the content you see here would be deeply rooted in the employee voice. With more than 800 ideas gathered from all of you over a period of months, we have already begun to plant the seeds for transformation, and they are getting ready to grow into something very substantial.

The Well-Being Framework is built on a foundation of thorough research and leading practice. All of us will benefit by creating and nurturing a stronger and kinder culture — one that connects us with our meaning and purpose. In fact, there is a growing body of evidence showing that kindness releases the feel-good chemicals serotonin and dopamine in the brain, leading to positivity and yes, even joy at work!

This four-year plan outlines a number of actions that will take place in the years ahead – actions that fall within the five pillars of our framework:

- Quality Improvement and Measurement
- Physical & Psychological Safety and Wellness
- Rewards, Recognition and Innovation
- Leadership, Community at Work and Teamwork
- Growth & Development

As we move ahead, our plans will continue to be guided by your collective voice, and supported by and aligned with PRHC's Equity & Reconciliation Framework, Workplace Violence Prevention Plan, One Team Quality Framework, and our annual Quality Improvement Plan (QIP).

Each year, the Well-Being Framework action plan will be reviewed and updated with initiatives designed to support achieving our ultimate goal: to be a workplace where people can thrive.



Paula Harrington
VP People, Culture,
& Organizational
Development, CHRO

OUR APPROACH TO STAKEHOLDER CONSULTATION

With more than 800 ideas submitted by PRHC employees throughout the engagement phase of this framework, our plans for the next four years are guided by your collective voice, and will be supported by and aligned with PRHC's Equity & Reconciliation Framework, Workplace Violence Prevention Plan, One Team Quality Framework, and our annual Quality Improvement Plan (QIP).

Over an eight-month period in 2024/2025, we consulted with a wide range of stakeholders, and a number of key themes emerged from these conversations:

Seek innovative and local community partnerships

- Invest in:
- Training and education
 - Leadership development
 - Career coaching
 - Learning Fund
-

Provide individual and meaningful staff recognition

- Food and drink
- Breakfast and BBQ
 - Healthy food options
-

Offer collaboration opportunities for all staff

Create channels for open and effective two-way communication (especially related to the strategic plan)

Foster kindness, empathy and compassion

Develop burnout reduction and prevention strategies

Celebrate achievement and innovation

Enable flexible work-life balance

FOCUS GROUPS

11
GROUPS

98
PARTICIPANTS

STAFF SURVEY

35
PARTICIPANTS

INTERNAL DATA

Short-term disability (STD) and long-term disability (LTD) claim data, IMPACT reports, Employee & Family Assistance Program (EFAP) usage data, 2022 Engagement survey results, retention rates, exit survey data, and usage of internal staff supports offered (e.g. Wellness Club)

EXTERNAL CONSULTATION AND LITERATURE REVIEW

Joseph Brandt Hospital: JBH Well-Being Strategy

US Surgeon General's Office: Essentials for Workplace Mental Health and Framework for Workplace Well-Being

CAMH: Workplace Mental Health Playbook for Business Leaders

Institute for Healthcare Improvement (IHII):
Framework for Improving Joy in Work

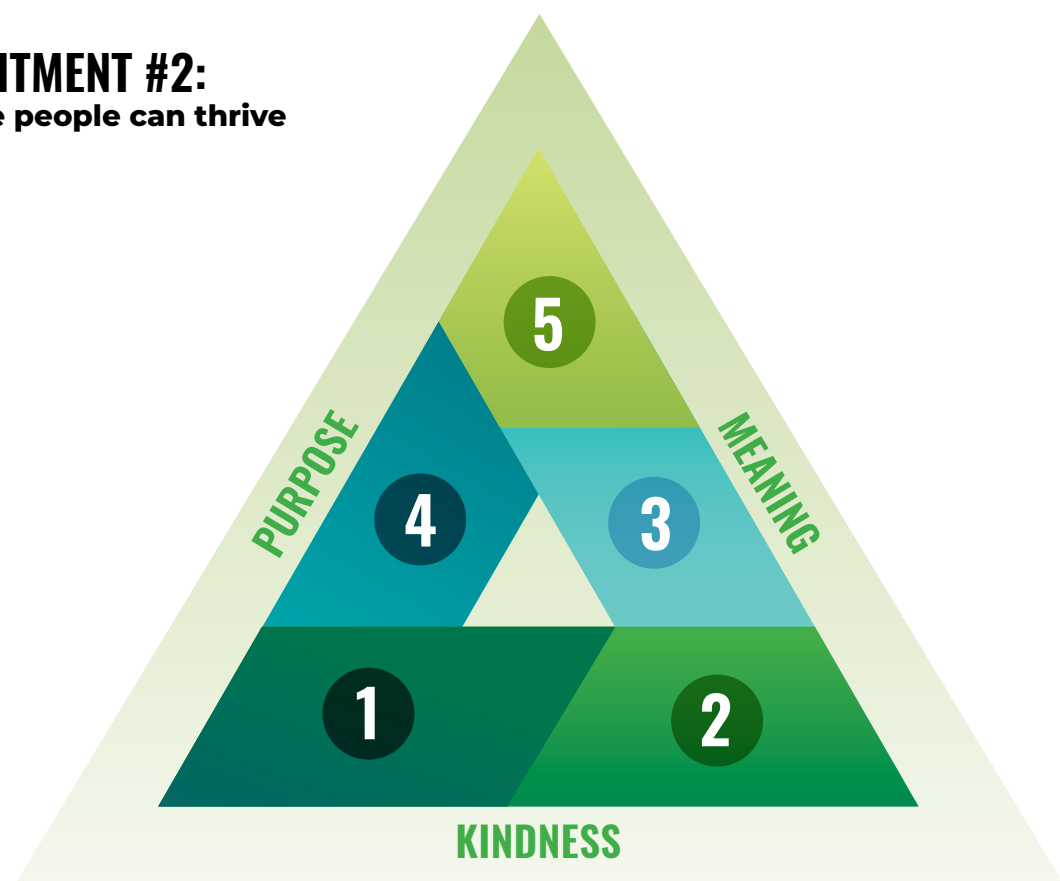
Mental Health Commission of Canada: National Standard of Canada for Psychological Health and Safety in the Workplace

Published journal articles

PRHC WORKPLACE WELL-BEING FRAMEWORK

- 1 QUALITY IMPROVEMENT AND MEASUREMENT
- 2 PHYSICAL AND PSYCHOLOGICAL SAFETY AND WELLNESS
- 3 LEADERSHIP, COMMUNITY AT WORK AND TEAMWORK
- 4 REWARDS, RECOGNITION AND INNOVATION
- 5 GROWTH AND DEVELOPMENT

STRATEGIC COMMITMENT #2:
Be a workplace where people can thrive



PRHC'S WORKPLACE WELL-BEING FRAMEWORK IS INFORMED BY AND ALIGNED WITH:

- OUR EQUITY AND RECONCILIATION FRAMEWORK
- OUR ONE TEAM QUALITY FRAMEWORK AND QIP
- OUR WORKPLACE VIOLENCE PREVENTION PLAN

We chose the image of the triangle to represent the pillars of the Well-Being Framework. The elements along the bottom – Quality Improvement, Safety & Wellness – are the foundations on which we will build.

Similar to Maslow’s hierarchy of needs, as we progress further up the triangle, we will focus on Leadership, Community, Innovation and Recognition. As we reach the top of the triangle, we will aim for Growth & Development.

KINDNESS

BE KIND TO OURSELVES

As healthcare professionals, we often find ourselves immersed in the needs of others, sometimes overlooking our own well-being. It is crucial to prioritize caring for and being kind to ourselves as just as important as caring for our patients/clients.

We will enable people to be their best; to feel fulfilled and proud of the work they do; to contribute their ideas; and to grow personally and professionally.

BE KIND TO EACH OTHER

A workplace environment built on trusting relationships and a just culture, that is equitable and free from harm is the foundation upon which we can thrive.

We will leverage our collective voice to respect, value, support and include our colleagues.

MEANING

Our daily work is connected to what called individuals to practice, line of sight to organization mission and goals, constancy of purpose.

(IHI Framework for Improving Joy in Work, 2017)

PURPOSE

At PRHC, we have a shared set of values, clearly defined strategic commitments, and a constancy of purpose:

One team, here when you need us most.

This is a community where each person’s contributions are valued. The well-being of our workplace community depends on building and maintaining connections to our purpose, which will prepare us to deal with the challenges that come by ensuring that we are collectively adaptable and innovative.

QUALITY IMPROVEMENT AND MEASUREMENT

We are accountable to ourselves, to our team and to our community. We encourage everyone to participate in decisions that impact their work; promoting autonomy and flexibility when possible.

PHYSICAL AND PSYCHOLOGICAL SAFETY AND WELLNESS

We work together to prevent harm. We are a kind, equitable, just and inclusive workplace.

LEADERSHIP, COMMUNITY AT WORK AND TEAMWORK

We are engaged individuals who work together to accomplish our goals. We build trust through transparent, collaborative decision-making.

REWARDS, RECOGNITION AND INNOVATION

We recognize one another's efforts and achievements. We seek opportunities for ongoing improvement and innovation.

GROWTH AND DEVELOPMENT

We support and encourage one another's growth and development as a key element of workplace meaning and satisfaction.



ACTION PLANS AND TIMELINES

QUALITY IMPROVEMENT AND MEASUREMENT



| ACTION | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--|---------|---------|---------|---------|
| Embrace One Team Quality Framework for quality improvement activities at the local/unit level | | | | |
| Partner with schools for new student placement opportunities, research grants, innovation labs, learning and/or teaching opportunities, etc. | | | | |
| Leverage technology (SharePoint, Workday) to make information easy to access | | | | |
| Continue work towards scheduling revitalization (systems, schedules, work processes) | | | | |
| Develop plan to rebuild master schedules with relief optimization to enable vacation and adequate coverage | | | | |
| Create flexible scheduling policies and practices | | | | |
| Conduct staff engagement surveys | | | | |
| Conduct mini staff pulse surveys to monitor success of engagement action plans | | | | |
| Commit to gathering sociodemographic data and use to shape policies and programs | | | | |
| Seek relevant data to bring awareness to emerging trends before they become an issue (preventive vs. reactive) and create dashboards to monitor progress | | | | |

- Proposed implementation timing
- Ongoing maintenance/sustainability

PHYSICAL AND PSYCHOLOGICAL SAFETY AND WELLNESS



| ACTION | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|---|---------|---------|---------|---------|
| Continue to offer workshops on mental health and wellness, inclusion, caring and kindness | | | | |
| Develop musculoskeletal injury reduction strategy | | | | |
| Continually enhance our Workplace Violence Prevention program through education, training, supports, mutual respect, and improvements to the physical work environment | | | | |
| Seek community partnerships for staff wellness initiatives (e.g. massage, perks, discounts) | | | | |
| Enhance peer support programs | | | | |
| Establish employee resource groups | | | | |
| Enhance incident debrief programs | | | | |
| Normalize and support “disconnecting from work” policies; enabling vacation and adequate coverage | | | | |
| Implement strengthened Attendance, Accommodation, and Return to Work programs focusing on health promotion and illness prevention | | | | |
| Develop wellness calendar of activities | | | | |
| Collaborate with Compass to deliver healthy and affordable food options | | | | |
| Deliver physical exercise programs for staff at all fitness levels | | | | |
| Explore enhancements to employee benefits programs (e.g. increased mental health supports, other benefits options) and provide easily accessible benefits information and workshops | | | | |

- Proposed implementation timing
- Ongoing maintenance/sustainability

LEADERSHIP, COMMUNITY AT WORK AND TEAMWORK



| ACTION | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--|---------|---------|---------|---------|
| Create engagement action plans rooted in kindness and inclusion, representing staff voice | | | | |
| Create additional channels for open two-way communication | | | | |
| Continue to enhance leadership rounding with purpose | | | | |
| Develop accountability framework for all leaders | | | | |
| Build networks of "One Team" champions to communicate and bring initiatives to the people – where the work happens – and to share feedback and ideas | | | | |
| Create student and new grad welcome wagon | | | | |
| Offer social activities and events that bring the PRHC community together through kindness | | | | |
| Build communities of practice for leaders: Info sharing, social activities, vacation coverage buddy, etc. | | | | |
| Review policies from an inclusionary, equitable, cultural safety and compliance perspective, to align policy with best practice, industry and accreditation standards, patient, family and employee perspectives, ensuring that we seek the voices of those who have been traditionally underrepresented and underserved | | | | |

- Proposed implementation timing
- Ongoing maintenance/sustainability

REWARDS, RECOGNITION AND INNOVATION



| ACTION | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--|---------|---------|---------|---------|
| Host an achievement/impact fair where team contributions are highlighted and celebrated | | | | |
| Rebrand and enhance the One Team awards recognizing excellence that reflects PRHC purpose values, strategic actions and innovation | | | | |
| Create real-time and peer-to-peer recognition programs (e.g. Charge Health, etc.) | | | | |
| Explore ways to recognize and celebrate acts of kindness (e.g., Kindness Toolkit) | | | | |
| Develop a recognition toolkit | | | | |
| Enhance recognition of days and events of significance throughout the year using Equity & Reconciliation perspective | | | | |
| Host a hack-a-thon or 'Dragon's Den' to generate creative solutions to difficult problems | | | | |
| Host a well-being forum where leaders and staff come together to share impactful ideas they have implemented | | | | |

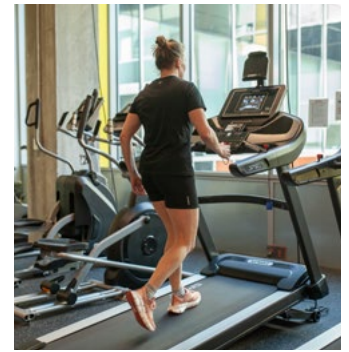
- Proposed implementation timing
- Ongoing maintenance/sustainability

GROWTH AND DEVELOPMENT



| ACTION | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|---|--------|--------|--------|--------|
| In alignment with PRHC's 2024-2029 Strategic Plan, our Equity & Reconciliation Framework and our Nursing Strategy, create training/workshops focusing on a safe, inclusive and respectful workplace where all people can thrive | | | | |
| Enhance employee access to Learning Fund | | | | |
| Refresh annual learning program to reflect training that is required to be successful in your role | | | | |
| Begin to build PRHC University | | | | |
| Create inclusive leadership development pathways for emerging leaders, managers and directors. Development pathways will include formal and on-the-job learning in a variety of learning styles and methods | | | | |
| Pursue avenues to sustain leadership development through leadership coaching, workshops, and communities of practice (e.g. monthly lunch and learns, case studies, brainstorming sessions, etc.) | | | | |
| Create staff development pathways | | | | |
| Enhance opportunities and spaces for in-person leadership and staff learning and development | | | | |
| Invest in mentorship programs for staff and explore reverse mentorship opportunities | | | | |
| Develop a process for job shadows and secondments which builds shared understanding of roles and responsibilities within the PRHC community | | | | |
| Create performance appraisal and feedback tools and resources with clear goals and timelines | | | | |
| Explore optional staff e-learning modules | | | | |
| Launch a Talent Management framework | | | | |

- Proposed implementation timing
- Ongoing maintenance/sustainability



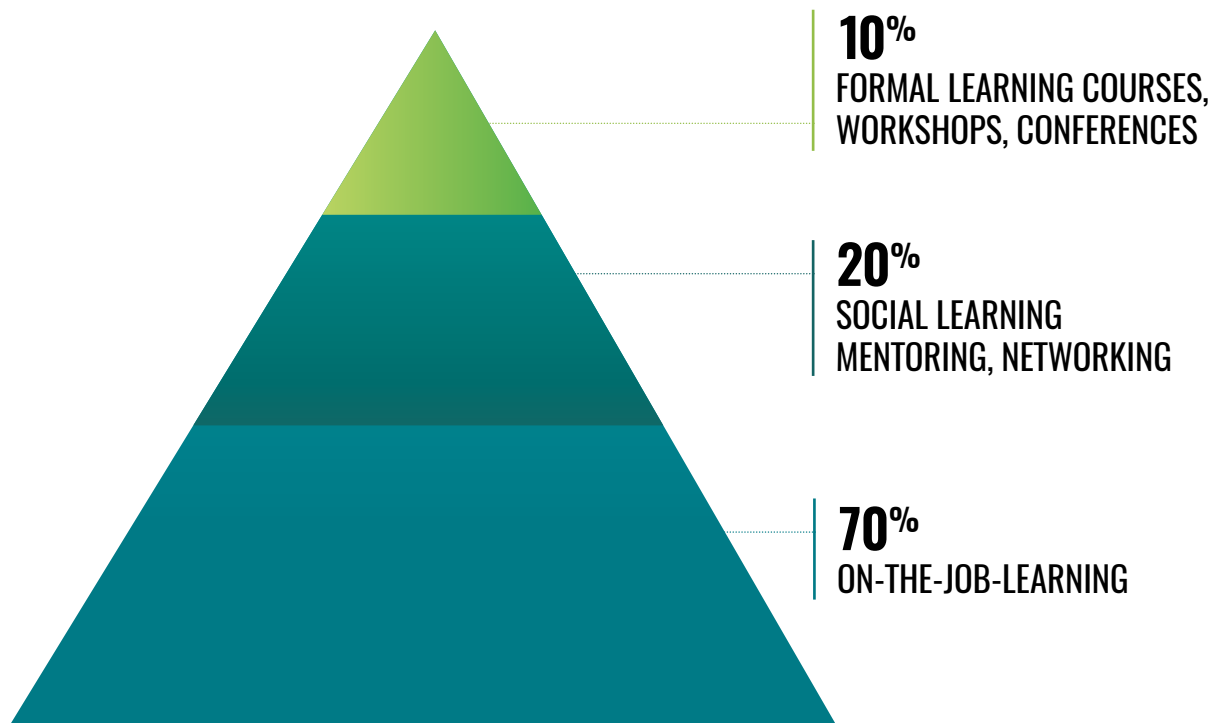
GROWTH AND DEVELOPMENT: A LEARNING MODEL

Learning is a key element supporting professional and personal growth and development. We are committed to promoting and enabling ongoing learning for all PRHC healthcare professionals and staff as part of this Well-Being Framework, alongside our related strategies and action plans.

Learning takes many forms. The 70-20-10 Learning Model is a theory articulating that

70 per cent of learning happens on the job, 20 per cent of learning happens socially, and 10 per cent happens formally. In practical terms, this model illustrates that people are constantly learning, mostly from their work and from others.

This model will guide our learning plans at PRHC over the next several years, as detailed in the next several pages.



10% FORMAL LEARNING COURSES, WORKSHOPS, CONFERENCES

Create training/workshops for respect and kindness

Increase access to Learning Fund information

Develop Learning Fund reports to advise all staff on what learning has been approved

Refresh annual learning program to reflect training that is required to be successful in your role

Build and shape PRHC University

Explore optional staff e-learning modules

20% SOCIAL LEARNING MENTORING, NETWORKING

Pursue ways to sustain leadership development through leadership coaching, workshops, and communities of practice (e.g. Monthly lunch and learns, case studies, brainstorming sessions, etc.)

Invest in mentorship programs for staff

Explore reverse mentorship opportunities

70% ON-THE-JOB-LEARNING

Develop a process for job shadows and secondments within the PRHC community

Create performance appraisal and feedback tools, and resources with clear goals and timelines

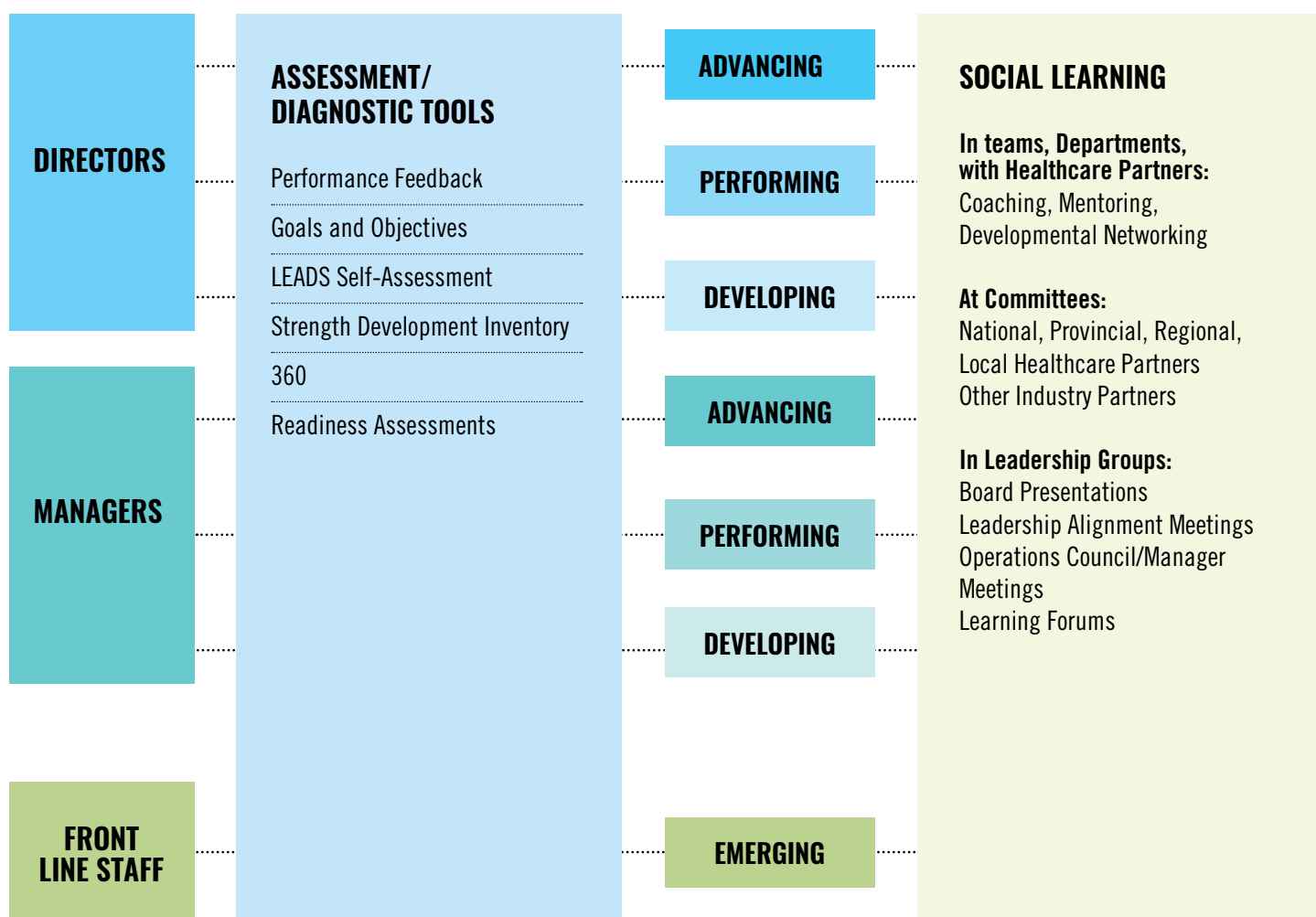
Launch a Talent Management framework

LEADERSHIP DEVELOPMENT FRAMEWORK

The leadership development framework provides learning to address a variety of needs. Learning is intended to be highly experiential, and designed to allow participants to work through real issues with their colleagues.

The diagram below illustrates examples of how learning opportunities and pathways can support leaders and staff at PRHC as they progress in their careers..

The leadership development framework is based on the 70 – 20 – 10 model, which emphasizes the importance of on-the-job development (70%) and a strong network of mentors and coaches (20%) in addition to formal learning (10%).



ON THE JOB LEARNING

Shadowing

Secondments

Assignments

Projects, Practica

Strategic Priorities

Operational Priorities

Quality Improvement Projects

Innovation Initiatives

COURSE LEARNING THEMES

Leader Operational

Fundamentals and Accountabilities:
HR, Finance, OHSW, Data analytics

Providing Feedback and Performance
Management

Crucial Conversations

Effective Communication

Engaging Leadership

Leading well-being in the workplace

Ongoing Quality Improvement
and Innovation

Conflict Management

Change Management

EDIA-RR Leadership and Social
Determinants of Health

Strategic Communication

Healthcare Analytics

Healthcare Governance

**ASPIRING
EXECUTIVE
CREDENTIAL**

**DIRECTOR
CREDENTIAL**

**DIRECTOR
FUNDAMENTALS
CREDENTIAL**

**MANAGER
CREDENTIAL**

**MANAGER
FUNDAMENTALS
CREDENTIAL**

**EMERGENT
LEADER PROGRAM**

ACKNOWLEDGMENT

Our thanks to everyone who provided their input and guidance throughout the process of developing this Workplace Well-Being Framework.

We are proud of all the great work that has already been done, and we look forward to collaborating with the amazing team across this organization to make PRHC a workplace where people can thrive.

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