

2026-27

PEOPLE STRATEGY

Investing in our **People**,
Strengthening **Partnerships**,
Transforming **Care**



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ON THE COVER: Care Coordinators
Alicia Powell, Taylor Dennis
and Amy Worsley



Introduction

At Ontario Health atHome, our people are fundamental to achieving our mission to help everyone to be healthier at home through integrated and equitable care in partnership with the communities we serve.

Our workforce of more than 9,200 dedicated professionals currently supports over 680,000 home and community care patients annually. We recognize that an engaged, healthy, and highly skilled workforce is essential to maintaining continuity of care, particularly during a period of significant health system transformation and organizational change. For this reason, our People Strategy is refreshed annually to ensure it continues to reflect evolving priorities and supports our workforce in meeting the needs of the patients, families, and communities we serve.

Since its inception in 2021, the **Ontario Health atHome People Strategy** has been our roadmap for supporting our workforce through human resources, organizational development and equity, inclusion, diversity and anti-racism initiatives. While priorities evolve over time, what has remained constant is a deep appreciation for the needs of our staff and community as our health system transforms. Our organizational structure has evolved, the health system landscape has changed and processes and practices have advanced. We therefore continue to adapt our human resources initiatives to equip staff with tools, resources and education, and foster a culture in our Ontario Health atHome team that enables us to build a patient and caregiver-centred home care system of which we can all be proud. Our People Strategy is foundational to helping us achieve this goal.

Each year, we identify and prioritize programs and initiatives that support our organizational goals and strengthen our position as an employer of choice. The voices of our staff are central to informing this process. Our People Strategy exists to support, develop and engage staff so that they can do their best work – from the skills they hone every day, to the partnerships they form, to the culture they cultivate. It outlines how we are strengthening leadership capacity, prioritizing employee well-being and



workforce sustainability and harmonizing policies and procedures, while fostering a culture of respect, equity and inclusion. The People Strategy aligns with our broader organizational priorities outlined in our Annual Business Plan and reflects our commitment to creating an environment in which our people can lead and learn, partner and connect, care and be cared for.

Introduction

Through its evolution and the progress achieved to date, the People Strategy has supported the development of a more unified organization by establishing standardized policies, procedures and processes, and enabling key foundational capabilities such as the EIDAR Framework, Organizational Development Centre of Excellence and Occupational Health and Safety Centre of Excellence.

As we look ahead, we are focused on building upon this momentum by supporting our workforce through change and continuing to invest in our people and partnerships to prepare for the future of home and community care.



Our People Strategy is inspired by your compassion and commitment. We aim to foster an open and collaborative culture that helps us build a person-centred home care system..

Anna Greenberg, CEO



Reimagining Home Care Delivery

Together, through strong partnerships, we have a powerful opportunity to transform home care delivery across Ontario. Demand for home care continues to grow and as Ontario’s population ages, more individuals are seeking to remain at home as long as possible. In response, we are advancing a patient-centered, equitable home care system that promotes independence and enhances quality of life.

Transformation begins with us - our people, our partners, and our collective commitment to improving the system from the inside out. Everyone at Ontario Health atHome has contributed to the strong foundation we have today — one rooted in compassion, professionalism, and dedication. This foundation gives us strength as we embrace change and work toward a more connected and integrated home care system that truly embodies our values and collective spirit.

Our staff are the true enablers, translating vision into real patient impact through collaboration, compassion, and innovation. A key focus of our People Strategy 2026-27 is to support and elevate our workforce by fostering a collaborative, safe, and transparent organizational culture, and by equipping staff to navigate and lead through change. We are continuing to invest in leadership training and initiatives to strengthen “change fitness” among leaders and staff. Central to this work is our commitment to actively engage staff throughout the transformation journey and to be responsive to the feedback received, creating strong feedback loops to support continued engagement.

By listening to our people and working collaboratively across our organization and the broader health system, we will be better positioned to meet future challenges and opportunities. Our People Strategy reflects a shared commitment to supporting, engaging, and empowering our workforce.

Year in review 2025-26

LOOKING BACK In 2025-26, our People Strategy focused on strengthening a unified workforce prepared to collaborate effectively with health system partners to deliver high quality home and community care experiences for patients, families and caregivers.

We continued to set the groundwork to position us for success on our journey to supporting and advancing health care transformation in Ontario. Some highlights from last year include:

EQUITY, INCLUSION, DIVERSITY AND ANTI-RACISM

We advanced education and awareness through our foundational three-part EIDAR education series, complemented by expert-led sessions recognizing Pride Month, the National Day for Truth and Reconciliation and Black History Month.

In partnership with our employee resource groups, the EIDAR Advisory Committee, the Community of Advisors, and through staff and leader consultation, we finalized our organizational EIDAR policy.

WELLNESS, WELL-BEING, HEALTH AND SAFETY

We established the Occupational Health and Safety Centre of Excellence, creating a centralized team of subject matter experts to provide consistent support and strengthen our safety-focused organizational culture.

We implemented the Prevention of Workplace Violence and Harassment Program, and continued collaboration with service provider organizations to address and prevent workplace violence in home care settings.

We invested in staff well-being by appointing a Wellness Lead to guide the development of an organizational wellness strategy and lead coordinated wellness programming.

We partnered with the Canadian Mental Health Association to enhance mental health literacy to support mental well-being in the workplace through Thriving at Work, a virtual and in-person learning experience exclusive to Ontario Health atHome. Across 68 sessions, 707 staff participated, including 251 leaders.

REWARDING CAREERS

Building on organizational development progress achieved through the People Strategy over the past four years, we began rolling out initiatives under the Organizational Development Centre of Excellence, including OD Team Effectiveness engagement processes, Personal Change Management workshops, and more.

EFFECTIVE TEAM CULTURE

We delivered nine Employee Engagement Action Planning sessions to establish priorities based on the major themes identified through the Employee Engagement Pulse Survey. As a result, we launched our Employee Engagement Action Plan, outlining how we will enhance the overall workplace experience.

We harmonized benefit plan carriers across the organization and introduced a consistent and equitable non-union benefits plan.

HUMAN RESOURCES OPERATIONS

We continued to standardize key human resources policies and procedures, to support consistent application and strengthen alignment to human resources best practices across our teams.

Our workforce at a glance

9,225
Staff

83.7%

Patient Services
staff

8.3%

Corporate Support
Services staff

8%

Management
staff

830

Direct care
employees

4,022

Care
coordinators

88%

Unionized
staff

12%

Non-unionized
staff

BEHIND THE DESK: Paul Rose, Manager, Office Administration
Rob Trudelle, Team Assistant, Office Administration

SPEAKING TO RECEPTION: Paul Whiteley, Project Manager
Loredana Criscenzo, Director, Operations and Professional Practice

As of September 30, 2025

Your human resources senior leadership team

Overseen by Chief Human Resources Officer, Lisa Tweedy, Ontario Health atHome's executive human resources leadership team includes four Vice Presidents. Together, they provide strategic leadership and oversight across key portfolios that support organizational transformation, including HR strategy, organizational design, change leadership and workforce supports.

Our human resources and organizational development teams are responsible for advancing the People Strategy, and partnering across the organization to deliver on its four pillars through key initiatives each year, including:

1. Promoting and strengthening a culture of Equity, Inclusion, Diversity and anti-Racism.
2. Supporting a positive, safe and healthy work environment by prioritizing employee wellness, well-being, health and safety.
3. Cultivating an effective team culture with a high-performance mindset.
4. Enabling rewarding careers and supporting Ontario Health atHome as an employer of choice by attracting, developing and retaining top talent.

Our teams continue to strengthen the staff experience by seeking input, supporting engagement and implementing feedback where possible. By aligning our annual People Strategy with operational priorities, they have supported the organization's ability to remain focused and responsive to the patients, families, and caregivers we serve.



Lisa Tweedy, Chief Human Resources Officer
Dan Merritt, Cindy Cacciotti, Richlyn Lorimer and
Sarah Vertlieb, Vice Presidents, Human Resources,
Organizational Development and Equity

A historic milestone: Unifying Ontario Health atHome's labour relations framework

The Ontario government's Convenient Care at Home Act, 2023 consolidated the 14 Local Health Integration Networks into what is now Ontario Health atHome. Since the creation of Ontario Health atHome in June 2024, we have made significant progress toward operating as a single, provincial organization. At the time of transition, our labour relations landscape remained complex, with five bargaining agents across the province, and 27 unique collective agreements.

The Convenient Care Act, 2023 also enacted another legislation, the *Public Sector Labour Relations Transition Act, 1997 (PSLRTA)*, which established the process to determine the structure of new bargaining units and their representation within Ontario Health atHome.

In July 2025, our organization reached a significant milestone through an Ontario Labour Relations Board (OLRB) decision confirming two province-wide bargaining units, one representing professional staff and one representing office, clerical and technical staff.

Following the next steps in the legislative process, in February 2026, more than 8,000 unionized staff, representing nearly 90 per cent of our workforce were eligible to vote to determine the bargaining agents for Ontario Health atHome. Our focus now turns to finalizing the composite agreement with the two confirmed bargaining agents and preparing for negotiations of the first collective agreements for Ontario Health atHome.







L-R: Care Coordinators Vanessa McGill and Julie Bourque



How we are advancing our People Strategy

We are focused on preparing our diverse workforce to lead patient-centred, equitable home care transformation with health system partners.

Our People Strategy is anchored in four pillars, which guide the projects and tangible actions we are completing to help each of our employees unlock their full potential.

-  **Equity, inclusion, diversity and anti-racism**
-  **Wellness, well-being, health and safety**
-  **Effective team culture**
-  **Rewarding careers**



Equity, inclusion, diversity and anti-racism

Ontario Health atHome is committed to furthering initiatives to support equity, inclusion, diversity and anti-racism (EIDAR). We are taking a collaborative approach to building a culture of inclusion and belonging to improve service delivery for underrepresented groups, with an initial focus on addressing anti-Indigenous and anti-Black racism.

In 2025-26, we continued to advance on key EIDAR initiatives outlined in our EIDAR framework, including finalizing our organizational EIDAR policy and developing the organization's EIDAR measurement plan – which defines how we evaluate our EIDAR impact and inform future efforts. The policy and measurement plan support our efforts to create an inclusive, equitable and anti-racist culture, and guide staff contributions to EIDAR. We started engaging communities and individuals with lived experience to inform our priority initiatives. We also offered foundational EIDAR education, which provided staff with practical tools and knowledge to embed EIDAR principles in their roles and promote inclusive behaviors. In 2026-27, we are:



As health care workers it is essential we provide culturally safe and competent care and EIDAR education is a key component for helping us accomplish that.

Johanna Timmermans, Care Coordinator



Addressing anti-Indigenous and anti-Black racism

Building on the work completed in 2025-26, we are working with and engaging individuals with lived experience to develop, identify and implement early, priority initiatives and actions to address anti-Indigenous and anti-Black racism. A primary focus is to strengthen our internal capacity to support reconciliation, Indigenous and Black inclusion.



Strengthening how we measure our EIDAR progress: Phase 2

Measurement is crucial for effective progress that reflects the experiences of staff, patients, families and caregivers. Our proposed approach will have an initial focus on better understanding Ontario Health atHome staff and EIDAR progress. This work will help us understand our context, evaluate efforts, and set informed goals for the future. As an initial step, we are collaborating with Ontario Health atHome Employee Resource Groups and our EIDAR Advisory Committee to inform the design of, and communications for a self-identification survey. The voluntary self-identification survey will be embedded within the 2026-27 Employee Engagement Survey. It will help us identify organizational barriers and improve equity and inclusion to meet our EIDAR commitment.

Equity, inclusion, diversity and anti-racism



Offering follow-up education on our EIDAR policy and framework implementation

We are continuing to promote and offer foundational EIDAR education that aligns with our EIDAR policy and framework, launched in 2025. These educational offerings will reinforce a culture of belonging, inclusion, and equity, while building staff capacity to apply EIDAR principles in their daily work. To support sustainability and momentum, we will explore different education approaches. In conjunction with this education, we will collaborate with Employee Resource Groups to improve our foundational education offerings.



Refreshing our Organizational Cultural Safety Training

Training is essential to equip staff with the skills and awareness needed to support cultural safety for patients, families, and caregivers. To ensure our training is up-to-date, meets accessibility standards and supports the specific needs of our organization, we are bringing subject matter experts together to refresh this essential training. We will engage patient services staff, community advisors, Employee Resources Groups, the EIDAR Advisory Committee, and our Accessibility Lead, Communications to develop a fulsome, accessible in-house module that will support the delivery of culturally safe and competent health care.



Every day is a chance to build trust, offer dignity and help create a health care space where Indigenous voices are heard and valued. That's what makes this work so meaningful to me.

Andrea Mayrand, Care Coordinator



L-R: Kenia Mateus, Manager, Patient Services
Christina Li, Manager, Patient Services
Annette Musgrave, Care Coordinator
Maria Mitrakos, Care Coordinator
Kimberlee Johnson-Solomon, Team Assistant
Grace Servello, Team Assistant



Wellness, well-being, health and safety

We are creating a work environment that promotes wellness and that is safe, positive and healthy while navigating health system transformation. This empowers us to be our best selves, do our best work and deliver the best possible patient experience.

In 2025-26, we implemented the Healthy Workplace Framework, encompassing the five key dimensions that guide our wellness programming: Work Life, Personal Life, Physical Health, Financial Health and Mental Health. We strive to create a culture where staff feel empowered to take ownership of their well-being, while we provide the tools and support to help them thrive. Our Employee Assistance Program utilization rate is strong, signaling that our workforce is proactive in using services to support their health and wellness. Over the past year, we offered targeted education and supports for people leaders and staff on mental health and psychological safety. These supports are especially important to help staff feel safe and well while navigating transformation, including organizational change, new models of care and evolving partnerships. In 2026-27, we are:



Implementing Ontario Health atHome's Healthy Workplace Strategy

In 2025, we developed Ontario Health atHome's Healthy Workplace Strategy. We began implementing the strategy early in 2026 with efforts set to continue into fiscal year 2026-27. The Strategy encompasses programming that supports the six domains of wellness (mental health, physical health, financial health, work life, personal life, and connection and belonging), and is designed to build a sustainable, proactive wellness culture that protects, supports and empowers employees across Ontario Health atHome. It addresses real needs, and provides responsive, inclusive, and measurable wellness initiatives that strengthen well-being at work.

Seeing people feel heard, supported and motivated to prioritize their well-being – and witnessing the ripple effect of a strong wellness culture across the organization – is deeply rewarding.

Aric Miguel, Wellness Lead



Doris Boateng, Care Coordinator

Wellness, well-being, health and safety



Partnering for healthier and safer work environments

We're investing in health system partnerships to create healthier and safer work environments. Last year, we implemented the Prevention of Workplace Violence and Harassment Program and expanded our collaboration with service provider organizations (SPOs) to prevent workplace violence in home care settings. In 2025-26, we convened a group of subject matter experts from Ontario Health atHome and SPOs to focus on opportunities to improve worker safety in the home care setting. This collaboration includes worker safety engagement workshops to review data and current state and set priorities for improvement. We will continue this work throughout 2026-27 so that our staff may continue to deliver exceptional, safe home care.



I joined our organization in 2007 when my children were small. I was seeking a better work/life balance and Ontario Health atHome was the perfect fit.

Dayle Smith, Care Coordinator



Flora Chu, Senior Business Analyst



Effective team culture

We are establishing a high-performance mindset and culture of mutual respect and kindness. High performing teams produce great results and developing a culture where everyone is empowered to share their expertise and make decisions will help us achieve our goals. With the right resources in place, we can empower our teams to be more creative and focus on doing important work with the greatest impact.

In February 2025, we issued the second of three employee engagement pulse surveys. With nearly 60 per cent of our workforce's participation, we carefully analyzed the results and hosted a series of nine employee engagement action planning sessions to inform our Employee Engagement Action Plan 2025-2027. This critical, comprehensive plan outlines how we will work together to drive meaningful improvements to our workplace culture and employee experience. This year, we are:



Executing our Employee Engagement Action Plan 2025-2027

Our people and their voices are central to our People Strategy. This year, we are beginning to execute the Employee Engagement Action Plan 2025-2027. Our goal is to strengthen our workplace culture and employee experience by implementing a transparent, action-oriented engagement plan, which is driven by employee input, supported by leadership, and monitored through clear accountability and ongoing communication. The action plan is built around five key themes: Communication, Leadership Support, Change Management, Involvement, and Wellness.



Implementing a consistent performance development program for our unionized staff

In 2025, we advanced on our design of a consistent performance development program for unionized staff, with the goal of shifting to a single performance development process. With the foundational design complete, we will engage vested parties throughout 2026 to inform and validate the approach and its tools and outline next steps. In alignment with contractual obligations and collective agreements across the province, this program will integrate feedback-driven performance and development practices to foster continuous growth and enable all staff to contribute to achieving our organization goals.

I highly appreciate my team, colleagues and management for creating a supportive working environment that enables me to do my best work.

Srikanth Nadella, Team Assistant



Effective team culture



Advancing Organizational Design to Lead Transformation

We are modernizing our organizational structure with a marked shift towards a provincial design and focus while building the agile, skilled teams needed to power home care transformation, integrated health teams and system partnerships.



Harmonizing our Abilities Management Program

Abilities management relates to the coordination, support and administration of employee medical leaves including transition to long-term disability, medical-based accommodations, as well as supportive, effective and safe return to work programs. In 2025, our human resources team analyzed the current state across our 14 areas and set the foundation for developing a consistent approach across Ontario Health atHome. This year, we are creating and implementing standardized strategies, models and key policies for abilities management with the goal of helping employees remain healthy at work longer and promoting an early and safe return to work.



I'm proud of the team around me and the supportive environment we've built – one where we lift each other up to better serve the people in our province.

Amanda Barker, Care Coordinator



Modernizing our human resources technology

We are exploring new human resources technologies to optimize our human resources functions, improve system integration and user experience. As part of this work, we have embarked on a multi-year project to move Ontario Health atHome from 14 separate databases to a single Human Resources Information System which will centralize data, streamline productivity and improve data security and accuracy.



Focusing on change leadership and readiness

Developing organizational change capability remains a forward-looking priority. Focused efforts are being made to build change fitness among leaders and staff to ensure readiness for home care transformation. This will be done through education and training around individual change fitness development, team-based initiatives, and through the development and refinement of change management tools and approaches embedded into organizational project planning.




L-R: Amanuel Mehari, Facilities Clerk
Kathryn Hales, Manager, Patient Relations
Derrick Ramos, Manager, Brand, Visual Identity and Design



Rewarding careers

As the health care system continues to evolve at a rapid pace, we need to be ready to meet the needs of patients now and in the future. Being an employer of choice that attracts, develops and retains top talent will enable us to be agile, innovative and responsive to the health care needs of the communities we serve.

In 2025, we officially launched Ontario Health atHome's **Organizational Development (OD) Centre of Excellence**. Enabled through progress made under the People Strategy since 2021, the OD Centre of Excellence is a team of dedicated subject matter experts in OD, leadership, learning, change management, employee engagement, and well-being. Together, they provide and design programs, tools and guidance across all portfolios with a focus to strengthen our organization and advance employee and leadership learning and development. Through these efforts, we are elevating our people to promote the delivery of high quality, integrated home care. Under the OD Centre of Excellence, we launched the Learning Governance Committee to provide oversight of education and training implementation at Ontario Health atHome. Guided by our learning strategy, through 2025-26, the team facilitated Crucial Conversations, LEADS programming, Personal Change Management workshops, and other capacity-building sessions, including sessions to support staff with the implementation of the new in-workplace standard. In 2026-27, we are:



For someone who thrives on challenge, collaboration and impact, this is far more than a job, it is a meaningful career, a shared mission and a supportive community.

Victoria Rego, Manager, Strategy and Project Management



Building a strong foundation for learning and development

In 2026-27, we are initiating procurement in alignment with Supply Ontario's qualification of new Vendors of Record for the eventual replacement of the current learning management system (LMS) with a robust, modern, functional LMS for Ontario Health atHome.

Rewarding careers



Implementing a new leadership development strategy

We are implementing a new leadership development framework and strategy that focuses on delivering leadership education and opportunities to support current and future care needs. This includes launching a leadership forum dedicated to informing leaders of new practices related to the provision of organizational information and updates, and strengthening leader skills and capabilities related to communication and engagement with their teams.



I value the organization's commitment to learning, professional growth, and fostering collaborative environments for both staff and patients.

Carrie Lam, Manager (Interim),
Patient Services



L-R: Mary Grace Castillo, Beverly Sarran,
Nicholas Ward, Team Assistants



Sylvia Mingo, VP, Patient Services



Mary Ellen Shakeshaft, Care Coordinator and
Megan Raudnask, Nurse Practitioner

Conclusion

The home care sector is at a pivotal moment. We are listening to and collaborating with our partners to transform the health system so that it is more integrated for patients, families and caregivers, enables enhanced communication and promotes stronger connection among health care providers. As our health system evolves, it's essential that our workforce and skillsets evolve alongside it.

Through our People Strategy 2026-27, we are preparing our 9,200 exceptional staff to lead this transformation. This means embracing new models of care, feeling empowered to be full members of a local clinical team, exercising their clinical capacity with a focus on removing barriers in collaboration with primary care and system partners, and by listening and responding to the patients and communities we serve.

Over the next few years, we will see more growth and mobility opportunities linked to reimagined home care and we will create new career pathways through transformation. We will continue to evolve as a unified organization focused on our shared purpose and commitment to empowering staff to seize these opportunities. We are Ontario Health atHome, ready to lead transformation and deliver integrated, high-quality home and community care.

HOW WILL WE KNOW THAT WE ARE SUCCESSFUL?



Equity, inclusion, diversity, and anti-racism are fundamental principles that are woven into every aspect of our operations, resulting in a culture of inclusion and belonging that improves service delivery for all.



Our work environment promotes wellness and well-being, while addressing change fatigue and preparing staff to embrace new models of care with health system partners in a new, more integrated way of delivering home and community care.



We have a high-performance mindset and culture of mutual respect and kindness where everyone is empowered to share their expertise and make decisions.



We are ready to work with system partners to meet the needs of patients now and in the future by being an employer of choice that attracts, develops, and retains top talent that is agile, innovative, and responsive to the health care needs of the communities we serve.

I am honoured to be part of such a vital health system partner that is continually evolving and striving for health care transformation. Our commitment to patient-centered care is making a real difference.

Anna Michener, Manager, Patient Services



Appendix: We are measuring success

We developed a robust human resources reporting framework to ensure we are meeting the objectives outlined in our People Strategy. This framework provides insights to inform strategic and operational decision making. We are measuring our success by evaluating and reporting on key performance indicators for each pillar:



Equity, Inclusion, Diversity and Anti-Racism

DOMAIN **INDICATORS**

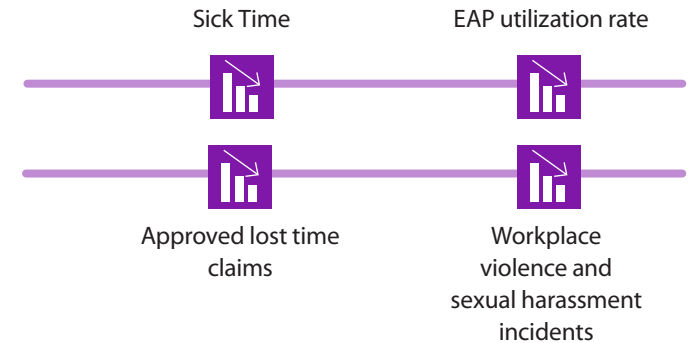
EIDAR



Wellness, Well-being, Health and Safety

DOMAIN **INDICATORS**

Wellness Occupational Health and Safety



Effective Team Culture

DOMAIN **INDICATORS**

Employee Engagement

Employee Engagement Index



Labour Relations



Rewarding Careers

DOMAIN **INDICATORS**

Recruitment and Retention

Time to recruit Vacancies Voluntary turnover



Learning and Development

Participation in learning and development opportunities Learning and development unique participation





Exceptional care — wherever you call home.

Ontario Health atHome coordinates in-home and community-based care for thousands of patients across the province every day. For information and referrals related to home and community care or to learn more about long-term care home placement services, please call **1-833-515-1234**.

www.ontariohealthathome.ca