

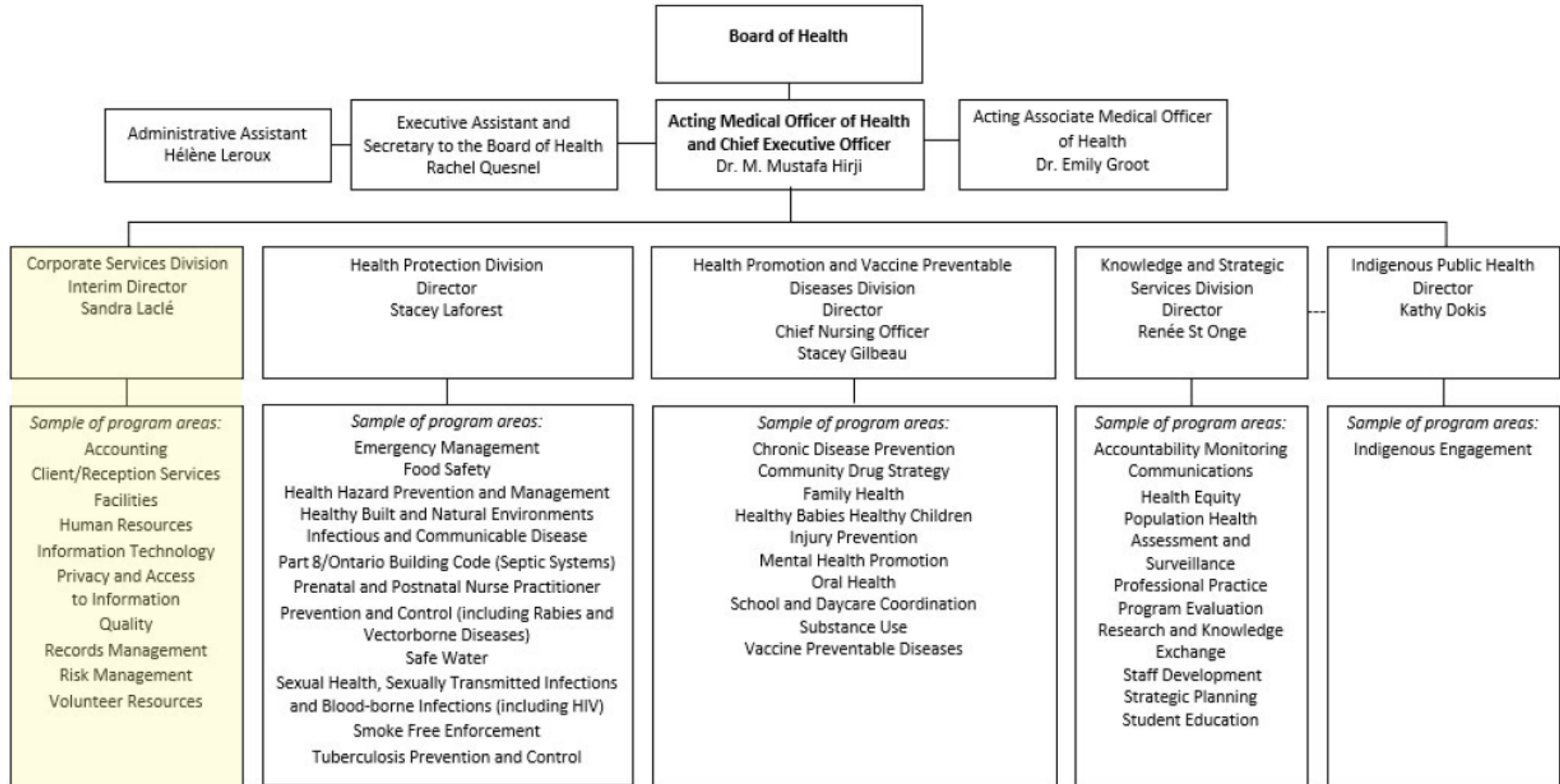
Recruitment and Retention

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Public Health
Santé publique
SUDBURY & DISTRICTS



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Market challenges

- Talent shortages
- Remote work complexities
- Equity, diversity, inclusion, and accessibility
- Competition for resources
- Employee retention
- Budget constraints
- Economic uncertainty



Source: Pexels

Organizational Risk Management Plan 2023—2025

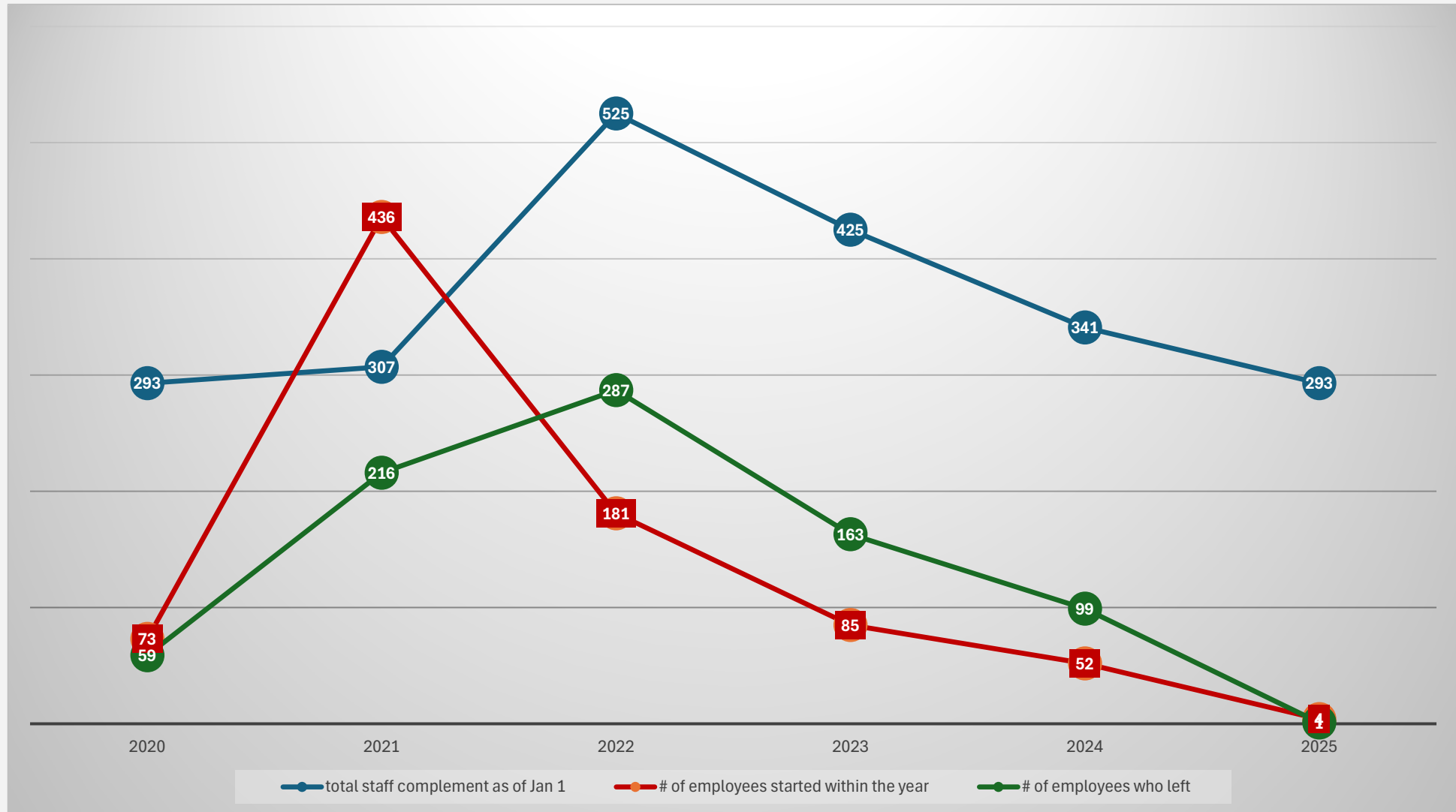
Organizational Risk Assessment

Overall Objective: To identify future events that may impact the achievement of the agency’s vision and mission.

Subordinate Objective: To coordinate and align risk mitigation strategies and provide a framework for risk assessment work at different levels within the organization.

Risk Categories		Rating Scale	Risk Connections
1. Financial			
1.1	The organization may be at risk of insufficient provincial funding for local public health, due to government policy direction and the Strengthening Public Health funding review, resulting in unknown/increased budget pressures over the next several years and thereby risk of having less resources to address the health and health equity of the community.	L4 I4	7.1 9.1
2. Governance / Organizational			
2.1	The organization may be at risk of not having the full scope of diversity and skill sets on the Board of Health for optimal Board Governance given the legislated board member appointment processes.	L3 I2	
2.2	The organization may be at risk of mandated system structure changes due to unknowns related to Strengthening Public Health.	L2 I4	
3. People / Human Resources			
3.1	The organization may be at risk of not recruiting and retaining a sufficient number of staff with all the necessary competencies, skills, diversity, and abilities to respond to and meet expanding role and expectations of Public Health, ongoing and evolving community needs, and the growing backlog of services and any future emergency situations.	L4 I3	

Five-year snapshot



Public Health Sudbury & Districts' challenges

- Increase demand for health care professionals
- Attracting professionals for vacant positions (specifically leadership roles and senior level IT roles)
- Non-union wage scale
- Relocation allowance
- Retaining our highly skilled employees (such as through retirements, taking other jobs or opportunities)

Public Health Sudbury & Districts' Challenges

- Pandemic stress
- Rapidly changing and complex public health priorities and workload
- Employee health and well-being



Source: Pexels

Public Health Sudbury & Districts' strategies – what are we doing or working towards

- Refreshed the 'Join us' page on our website
- Maintained our social media presence
- Utilized executive search firms when needed
- Maintained relationships with retired staff

Why work for us:	
	Expand All Close All
Benefits	+
Pension plan	+
Compensation	+
Relocation allowance	+
Flexible work environment	+
Inclusive culture that values diversity, equity, and accessibility	+
Wellness	+

Public Health Sudbury & Districts' strategies

- Conducted Request for Proposal (RFP) for market salary review
- Reviewed the relocation allowance policy
- Enhanced management competencies and professional development
- Continued to streamline processes in recruitment



Source: Pexels

Public Health Sudbury & Districts' strategies

- Maintained open and transparent communication
- Continued to foster a culture of equity, diversity, and inclusion
- Encouraged staff development
- Continued hybrid work and flexible work schedules



Source: Pexels

Public Health Sudbury & Districts' strategies

- Created anchor approaches to employee health and well-being in the National Standard for Psychological Health and Safety
- Continued with the student placement program, mentorship, and succession planning
- Identified an HR Strategy



Source: Pexels

Questions?



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