

# STRATEGIC PLAN 2026



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute

**YOUR  
IDEAS.**

**OUR PLAN.**

**INSPIRED  
CARE.**

# STRATEGIC PLAN 2026



Thunder Bay Regional Health Sciences Centre

Thunder Bay Regional Health Research Institute

## MISSION:

**Definition:** why we exist, aspirational in that it may never be fully achieved

**We provide quality Care to Patients and Families, supported and advanced by research, innovation and education that is responsive to the needs of the peoples of Northwestern Ontario.**

## VISION:

**Definition:** a clear, specific, compelling picture of what we will look like at a specific time in the future. Includes key results we hope to achieve, expected impact to our clients, and specific behaviors that we must display in order to be successful



## VALUES:

**Definition:** The behaviours and boundaries within which we will operate in pursuit of our vision. These values are both core (those on which we will never compromise) and aspirational (those we espouse but have yet to live up to)

**DIVERSITY** - We foster a people-centred environment that is inclusive of all.

**COMPASSION** - We show respect and compassion by acknowledging ourselves as learners in understanding the experiences of others, and by considering the needs, thoughts and feelings of those we serve and with whom we work.

**EXCELLENCE** - We deliver the highest quality service in every encounter.

**INNOVATION** - We embrace continual learning and improvement to drive positive change.

**ACCOUNTABILITY** - We sustain and reinvest in our mission and communities by wisely planning for and managing our resources.

OUR PHILOSOPHY: **Patients at the centre of everything we do**

# OUR STRATEGIC DIRECTIONS

# STRATEGIC PLAN 2026



Thunder Bay Regional Health Sciences Centre

Thunder Bay Regional Health Research Institute



## Equity, Diversity, & Inclusion

We all belong



## Patient Experience

Compassion, respect and humility in every encounter



## Staff Experience

This is where we want to work, grow and thrive



## Research, Innovation & Education

Driven by the needs of our patients, our staff and our communities



## Sustainable Future

Ensuring our Healthy Future



## OUR STRATEGIC DIRECTIONS

### DIRECTIONS

### GOALS

### INDICATORS

	<h3>Equity, Diversity, &amp; Inclusion</h3> <p>We all belong</p>	<p><b>1. Embed Equity, Diversity and Inclusion in everything we do.</b></p> <p><b>1.1</b> Address racism, homophobia, and other inequities through clear, consistently applied, well-communicated policies and procedures, holding everyone accountable.</p> <p><b>1.2</b> Create meaningful learning experiences, and develop pathways for learning and hiring that reflect the diversity of our communities.</p>	<p><b>2. Provide a culturally safe experience for all patients and staff.</b></p> <p><b>2.1</b> Provide culturally safe care informed by the Truth &amp; Reconciliation Call to Action.</p> <p><b>2.2</b> Develop strategies and processes to ensure a safety culture is evident and supported across the continuum of health services we provide.</p>	<p><b>Indicators</b> [Not aligned with specific goals. Intended to measure overall progress]</p> <p><b>1.</b> Patient satisfaction on "Respect" domain. [metric: % positive scores on composite of questions for respect domain. May need to add a question to specifically address EDI]</p> <p><b>2.</b> Staff awareness and commitment to EDI [metric: % positive scores on specific questions re EDI awareness and commitment]</p>	
	<h3>Patient Experience</h3> <p>Compassion, respect and humility in every encounter</p>	<p><b>1. Lead the evolution of patient-centred care to co-designed care that is provided to each person with compassion, and respect and empathy.</b></p> <p><b>1.1</b> Engage patients and families as equal partners in planning, developing and providing care to ensure it meets their needs and provides the best outcomes.</p>	<p><b>2. Focus relentlessly on quality.</b></p> <p><b>2.1</b> Ensure all services are free from preventable harm, accessible, appropriate and integrated.</p> <p><b>2.2</b> Create an environment that promotes and sustains continuous quality improvement, with focus on our unique patient needs.</p>	<p><b>3. Become experts in complex care needs associated with a combination of multiple acute and chronic conditions, mental health and addiction issues and social vulnerability.</b></p> <p><b>3.1</b> Ensure more effective and efficient care for patients with complex care needs who are frequent users of hospital services.</p>	<p><b>Indicators</b> [Not aligned with specific goals. Intended to measure overall progress]</p> <p><b>1.</b> Patient satisfaction - All Dimensions [metric: % positive top box scores]</p> <p><b>2.</b> CIHI Harm indicator - composite with 25 elements related to safety and harm [metric: % patient encounters that result in no harm]</p> <p><b>3.</b> Repeat ED visits for patients with complex medical conditions [metric: would take some work to develop but will be based on original Healthlinks rationale and methodologies]</p>
	<h3>Staff Experience</h3> <p>This is where we want to work, grow and thrive</p>	<p><b>1. Retain and recruit the people needed to shape our future.</b></p> <p><b>1.1</b> Develop a vigorous recruitment and retention strategy to create a desirable environment for existing and new staff.</p>	<p><b>2. Provide our people with access to the leadership, resources, development and supports needed to thrive in a physically and emotionally safe environment.</b></p> <p><b>2.1</b> Develop a robust wellness plan to prevent burnout and to help our staff feel safe, supported, healed and valued.</p> <p><b>2.2</b> Create a just culture where staff can speak up and learn from mistakes in a psychologically safe environment.</p> <p><b>2.3</b> Allow our leaders to take the coaching approach to support our staff, to reinforce our culture, and to live our values.</p> <p><b>2.4</b> Develop a framework and processes for providing education days for all staff.</p> <p><b>2.5</b> Implement an Interprofessional Collaboration Model of Practice to unite all professions in our work together.</p>	<p><b>Indicators</b> [Not aligned with specific goals. Intended to measure overall progress]</p> <p><b>1.</b> Vacancy rate will be X% [metric: average % of approved positions that are vacant over the year]</p> <p><b>2.</b> Every employee spends "x" days per year on education [metric: average education days per full-time equivalent]</p> <p><b>3.</b> Average unused vacation days for full time staff [metric: average unused vacation days per full time equivalent for full-time staff].</p>	
	<h3>Research, Innovation &amp; Education</h3> <p>Driven by the needs of our patients, our staff and our communities</p>	<p><b>1. Build our people and capacity to clearly articulate our focus in Population and Health Services Research</b></p> <p><b>1.1</b> Transition our research business model and service models to enable our identity of Population and Health Services Research.</p> <p><b>1.2</b> Develop and attract current and future talent and enable the best care for our patients and communities.</p>	<p><b>2. Create an environment inclusive and supportive of research, teaching, learning and innovation.</b></p> <p><b>2.1</b> Develop and implement a corporate-level education road map to enable people to advance and to practice to scope.</p> <p><b>2.2</b> Increase emphasis on translating knowledge to practice, applying research findings at the bedside to enhance professional practice and improve the quality and safety of patient care.</p>	<p><b>Indicators</b> [Not aligned with specific goals. Intended to measure overall progress]</p> <p><b>1.</b> Percentage of surveyed staff &amp; public who are familiar with research priorities [metric: % of surveyed of staff and public who are familiar with research priorities]</p> <p><b>2.</b> Percentage of research studies that are informed by unique needs of our communities [metric: to be refined based on existing TBRHRI metric]</p>	

# ENABLER

## GOALS AND INDICATORS



### Sustainable Future

Ensuring our Healthy Future

#### 1. Advance digital health to improve patient and staff experiences and to enhance ongoing operations.

**1.1** Create a sustainable regional digital health infrastructure roadmap to guide future development that embraces a “digital first” approach and that further improves the maturity and functionality of our systems.

**1.2** Upgrade our current electronic health record (EHR) system to advance our digital maturity, and to improve patient safety and operational efficiency.

**1.3** Leverage our technology to support our patients, our staff and our operations.

##### Indicator

**1.** Digital health maturity [metric: select components from Electronic Medical Record Adoption Model (EMRAM)]

#### 2. Develop a Hospital Clinical Services Plan to clarify our acute care mandate, and to inform and guide planning for short to medium term services and related resource requirements.

**2.1** Ensure our acute care mandate guides the services we provide and informs our decisions regarding new service opportunities.

**2.2** Assess long-term service demand and impacts on the resources required to support them.

##### Indicator

**1.** Amount of inpatient care for conditions best treated in ambulatory care [metric: Hospitalization rate for conditions where appropriate ambulatory care prevents or reduces the need for admission to hospital, per CIHI definition]

#### 3. Advance Partnerships and System Integration for Better Health Outcomes.

**3.1** Strengthen our partnerships and programs with regional hospitals to ensure the needs of the people of Northwestern Ontario are met as close to home as possible.

**3.2** Support our Northwestern Ontario Regional Integrated Care Plan goal of being a leading integrated care (health and human services) system, where partners work together to achieve the best outcomes and care experiences for the people of Northwestern Ontario.

##### Indicators

**1.** Extent of care provided close to home [metric: Percentage of hospital care that is provided within 100km of a patient’s residence]  
**2.** Measure of partnership success [metric: to be determined]

#### 4. Develop a Sustainability and Accountability Plan.

**4.1** Develop and implement a sustainability and accountability framework that addresses our ongoing operating deficits, ensures sufficient funds to support our ongoing capital replacement requirements, and informs and guides our planning and decision-making.

##### Indicator

**1.** Operating gross margin [metric: net operating expense / gross operating revenue]



## Equity, Diversity, & Inclusion

We all belong



### 1. Embed Equity, Diversity and Inclusion in everything we do.

1 Address racism, homophobia, and other inequities through clear, consistently applied, well-communicated policies and procedures, holding everyone accountable.

**Actions** [Draft and likely cover entire plan period. Need to be sequenced]

**1.1.1** Complete an assessment of our policies and procedures using an equity and reconciliation lens.

**1.1.2** Create an Equity, Diversity & Inclusion committee to develop and implement strategies, initiatives and training programs to promote an environment that encourages, supports, and celebrates equity, diversity and inclusivity for patients and staff.

**1.1.3** Develop policies and procedures to address racism head on, including a commitment to action any time racism is heard, seen, or expressed.

**1.1.4** Foster the skills to have difficult conversations with each other about racism through cultural safety conversation training.

**1.1.5** Create a forum for Patient Stories and Staff Stories to be shared between patients and staff to provide an opportunity for debriefing, self-reflection and learning from each other.

2. Create meaningful learning experiences, and develop pathways for learning and hiring that reflect the diversity of our communities.

**1.2.1** Create meaningful relationships within our communities that support ongoing sharing and learning, and that encourage, facilitate and support pathways for recruitment.

**1.2.2** Develop a strategy that targets education, development and recruitment of Indigenous employees and volunteers.

### Indicators

Not aligned with specific goals. Intended to measure overall progress.

1. Patient satisfaction on “Respect” domain. [metric: % positive scores on composite of questions for respect domain. May need to add a question to specifically address EDI]

2. Staff awareness and commitment to EDI [metric: % positive scores on specific questions re EDI awareness and commitment]



## Equity, Diversity, & Inclusion

We all belong



### 2. Provide a culturally safe experience for all patients and staff.

1. Provide culturally safe care informed by the Truth & Reconciliation Call to Action.

**Actions** [Draft and likely cover entire plan period. Need to be sequenced]

**2.1.1** Engage Indigenous Patients and Families in implementing the Truth & Reconciliation Call to Action to improve culturally safe care.

2. Develop strategies and processes to ensure a safety culture is evident and supported across the continuum of health services we provide.

**2.2.1** Conduct a walk-through of the Hospital's physical environment with an equity lens and develop a plan to address the observed gaps.

### Indicators

Not aligned with specific goals. Intended to measure overall progress.

1. Patient satisfaction on "Respect" domain. [**metric:** % positive scores on composite of questions for respect domain. May need to add a question to specifically address EDI]

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## Patient Experience

Compassion, respect and humility in every encounter



### 1. Lead the evolution of patient-centred care to co-designed care that is provided to each person with compassion, and respect and empathy.

1.1 Engage patients and families as equal partners in planning, developing and providing care to ensure it meets their needs and provides the best outcomes.

### 2. Focus relentlessly on quality.

2.1 Ensure all services are free from preventable harm, accessible, appropriate and integrated.

2.2 Create an environment that promotes and sustains continuous quality improvement, with focus on our unique patient needs.

### 3. Become experts in complex care needs associated with a combination of multiple acute and chronic conditions, mental health and addiction issues and social vulnerability.

3.1 Ensure more effective and efficient care for patients with complex care needs who are frequent users of hospital services.

### Indicators

Not aligned with specific goals. Intended to measure overall progress.

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[metric: % positive top box scores]

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## Staff Experience

This is where we want to work, grow and thrive



### 1. Retain and recruit the people needed to shape our future.

**1.1** Develop a vigorous recruitment and retention strategy to create a desirable environment for existing and new staff.

### 2. Provide our people with access to the leadership, resources, development and supports needed to thrive in a physically and emotionally safe environment.

**2.1** Develop a robust wellness plan to prevent burnout and to help our staff feel safe, supported, healed and valued.

**2.2** Create a just culture where staff can speak up and learn from mistakes in a psychologically safe environment.

**2.3** Allow our leaders to take the coaching approach to support our staff, to reinforce our culture, and to live our values.

**2.4** Develop a framework and processes for providing education days for all staff.

**2.5** Implement an Interprofessional Collaboration Model of Practice to unite all professions in our work together.

### Indicators

Not aligned with specific goals. Intended to measure overall progress.

**1.** Vacancy rate will be X% [**metric:** average % of approved positions that are vacant over the year]

**2.** Every employee spends “x” days per year on education [**metric:** average education days per full-time equivalent]

**3.** Average unused vacation days for full time staff [**metric:** average unused vacation days per full time equivalent for full-time staff].



## Research, Innovation & Education

Driven by the needs of our patients, our staff and our communities



### 1. Build our people and capacity to clearly articulate our focus in Population and Health Services Research.

**1.1** Transition our research business model and service models to enable our identity of Population and Health Services Research.

**1.2** Develop and attract current and future talent and enable the best care for our patients and communities.

### 2. Create an environment inclusive and supportive of research, teaching, learning and innovation.

**2.1** Develop and implement a corporate-level education road map to enable people to advance and to practice to scope.

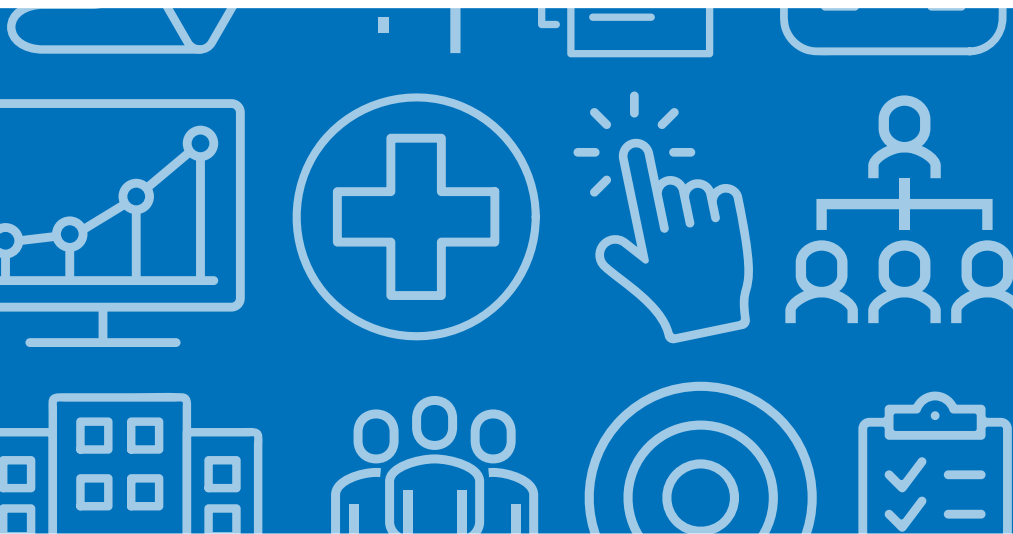
**2.2** Increase emphasis on translating knowledge to practice, applying research findings at the bedside to enhance professional practice and improve the quality and safety of patient care.

#### Indicators

Not aligned with specific goals. Intended to measure overall progress

**1.** Percentage of surveyed staff & public who are familiar with research priorities  
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## 4. Develop a Sustainability and Accountability Plan.

**4.1** Develop and implement a sustainability and accountability framework that addresses our ongoing operating deficits, ensures sufficient funds to support our ongoing capital replacement requirements, and informs and guides our planning and decision-making.

### Indicator

**1.** Operating gross margin [**metric:** net operating expense / gross operating revenue]