



To: All Staff, Professional Staff, Learners and Volunteers

From: Dr. Rhonda Crocker Ellacott, President and CEO, Thunder Bay Regional Health Sciences Centre; CEO, Thunder Bay Regional Health Research Institute

Date: April 18, 2022

RE: **Strategic Organizational Realignment – Phase 1**

As we advance the official rollout of our new Strategic Plan 2026, we are working concomitantly to align ourselves for success. To do this, we began by realigning, integrating and shifting our Senior Leadership team portfolios to be well-positioned to support the major directions identified in our pursuit of our new Vision – *Exceptional care, for every patient, every time.*

Our new Vision gives us a sense of refocus, and a new beginning which will guide our decisions, investments and actions!

As we build and work to renew our organization in alignment with our Strategic Directions, we have identified several areas for transformative change. These areas include:

- Creating of an Office of Care Equity and Indigenous Care/Collaboration
 - Investing in ways to better support Patient Experience and Quality
 - Investing in our Staff – resources for Recruitment, Retention, Engagement and Learning
 - Investing in ways to better grow and support our front line care
 - Integrating and advancing Practice, Academics and Learning
 - Advancing and streamlining research and research process

Phase 1

Over the past several months, changes at the leadership level have created the need and opportunity to have some interim structures and reporting lines in place. Throughout this time we have assessed and engaged to determine how we could most effectively support organizational transformation and investment in our strategic directions while improving and streamlining efficiency in administration. As a result, we are now able to make the refinements in our structure to create efficiencies in leadership, while creating opportunities to invest in our strategic priorities moving forward. Effective April 18, 2022, the following changes will occur, in line with our planning, while we continue to engage in the building of our investments and transformation actions in line with our Priorities:

- All Executive Vice President (EVP) positions will have title adjustments to reflect a title of Vice President (VP) and changes to portfolios



- Regional Renal Services will transfer to the Patient Experience, Chief Nursing Executive & Regional Cancer Care portfolio under the leadership of Director, Medicine & Renal Services
- Adult & Forensic Mental Health will be added to the Director of Women & Children's Program leadership responsibilities
- Academics will join the portfolio under the VP of Medical & Academic Affairs (formerly VP Medical Affairs) with shared accountability to Patient Experience under the interim leadership of Director, Academics & Interprofessional Education
- Pharmacy, Laboratory and Diagnostic Imaging will transfer to VP Operations, Clinical & Support Services, and Chief Financial Officer portfolio under the leadership of the Director, Clinical Services
- Strategy and Decision Support will transfer to VP Strategy & Regional Transformation portfolio under the leadership of Director, Strategy & Decision Support
- Quality and Risk will remain in the VP Quality & Corporate Affairs (formerly EVP, Communications and Corporate Relations)

Please find attached an updated organizational chart to reflect the Senior Leadership Structure and revised position titles.

We are in the recruitment process for the VP, People & Culture and VP, Indigenous Collaboration, Equity & Inclusion.

As part of Phase 2 prioritization, we will move to engage further regarding alignment and investment strategies to support our Vision, Mission, and overall Directions and Priorities. The goal, in year one is to increase support at the front line, consistent with our Priorities related to patient and staff experience, while supporting the creation of the office of health equity / Indigenous care and collaboration. We are hopeful that through realignments and interest we will be well positioned to advance the major structural supports to our strategy in fall 2022 or sooner.

Medical Staff leadership restructuring is progressing under the leadership of the VP Medical and Academic Affairs and Chief of Staff. Engagement and details of this will be forthcoming.

Thank you for your anticipated support and for your ongoing dedication to our patients, families and one another.