

STRATEGIC PLAN



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

MISSION:

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

VALUES:

Diversity
Compassion
Excellence
Innovation
Accountability

VISION:

Exceptional
care
for every
patient,
every time.

PHILOSOPHY:

Patients
at the
centre of
everything
we do.

OUR STRATEGIC DIRECTIONS:



Equity, Diversity, & Inclusion

We all belong

WHAT WE WILL DO
Embed Equity, Diversity, and Inclusion in everything we do.

HOW WE WILL DO IT

- Assess policies and procedures, using an equity lens.
- Create an Equity, Diversity, & Inclusion Steering Committee.
- Recruit Indigenous staff.
- Identify opportunities for education and development of Indigenous individuals.

WHAT WE WILL DO
Provide a culturally safe experience for all patients and staff.

HOW WE WILL DO IT

- Provide cultural safety and equity, diversity, and inclusion training for all staff.
- Conduct a walk-through of the Hospital's physical environment with an equity lens.
- Implement the principles of the Truth & Reconciliation Call to Action.

HOW WE WILL MEASURE IT

- Increase staff engagement in cultural safety and equity, diversity, and inclusion training.
- Increase positive patient experience survey results related to their experience, views, and beliefs being acknowledged as part of care.



Patient Experience

Empathy, compassion, and respect in every encounter

WHAT WE WILL DO
Treat each person with compassion, respect, and empathy.

HOW WE WILL DO IT

- Develop and implement the framework for co-design.
- Embrace patient-centred communication principles.

WHAT WE WILL DO
Focus relentlessly on quality.

HOW WE WILL DO IT

- Develop an annual Quality Improvement Plan.
- Incorporate quality best practices.
- Review a summary of patient safety events.
- Assess current services through the lenses of consistency, coordination, and transitions.

WHAT WE WILL DO
Become experts in caring for patients with complex care needs.

HOW WE WILL DO IT

- Improve coordination, care, and support for patients with complex health issues.
- Develop a Substance Use and Addictions Strategy.

HOW WE WILL MEASURE IT

- Increase positive patient experience survey results.
- Improve quality of care and reduce preventable harm.
- Improve access, care, and support for patients with complex care needs in collaboration with our partners.



Staff Experience

This is where we want to work, grow, and thrive

WHAT WE WILL DO
Retain, recruit and support the people needed to shape our future.

HOW WE WILL DO IT

- Improve physical and emotional safety, and violence prevention.
- Achieve a safe and just culture that encourages open dialogue.
- Update our current wellness plan.
- Monitor our staff vacancy rates and enhance recruitment processes.
- Implement recruitment processes to reflect Equity, Diversity, & Inclusion.
- Implement an Interprofessional Collaborative Model of Practice.

WHAT WE WILL DO
Support the ongoing development of our current and future leaders.

HOW WE WILL DO IT

- Ensure staff have access to professional development resources and opportunities.
- Implement a leadership development framework.

HOW WE WILL MEASURE IT

- Increase positive staff experience survey results.
- Improve staff engagement.
- Recruit and retain necessary staff.



Research, Innovation, & Learning

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

WHAT WE WILL DO
Assess and prioritize our research efforts.

HOW WE WILL DO IT

- Prioritize research and assess current research initiatives.
- Enable opportunities for knowledge translation.

WHAT WE WILL DO
Enhance staff capacity and capability for research success.

HOW WE WILL DO IT

- Recruit researchers to address staffing gaps.
- Retain current staff and mentor new researchers.
- Establish an evaluation framework.

WHAT WE WILL DO
Create an environment supportive of research, innovation and learning.

HOW WE WILL DO IT

- Encourage staff to lead and participate in research, innovation, and learning.
- Support continuous education and professional development.

HOW WE WILL MEASURE IT

- Increase patients enrolled or involved in research studies.
- Increase number of research publications, grants, and external funding.
- Increase number of learners.



Sustainable Future

Ensuring our Healthy Future

WHAT WE WILL DO
Advance digital health to improve patient and staff experiences.

HOW WE WILL DO IT

- Secure and implement the electronic health record.
- Determine required data systems.
- Implement a plan to meet information needs.

HOW WE WILL MEASURE IT

- Prioritize our services and find operational efficiencies.
- Increase partnerships to improve and integrate care for patients.

WHAT WE WILL DO
Develop a Hospital Clinical Services Plan to clarify our acute care and academic mandates.

HOW WE WILL DO IT

- Determine which current services are consistent with our mandates.
- Estimate our short and long-term service demand.

WHAT WE WILL DO
Advance Partnerships and System Integration.

HOW WE WILL DO IT

- Advance existing regional partnerships and programs.
- Pursue strategic partnership and integration opportunities.
- Be a voice and advocate for the needs of our entire region.

WHAT WE WILL DO
Achieve Operational Sustainability and Accountability.

HOW WE WILL DO IT

- Create an accountability framework.
- Provide training and supports to improve accountability.