

2026 Strategic Plan Update

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Health Sciences
Centre

Thunder Bay Regional
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STRATEGIC PLAN
2026

Staff Experience: Leadership Development

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OUR STRATEGIC DIRECTIONS



Equity, Diversity, & Inclusion
We all belong



Patient Experience
Empathy, compassion, and respect in every encounter



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



Research, Innovation, & Learning
Driven by the needs of our patients, our staff and our communities



Sustainable Future Ensuring our Healthy Future



Staff Experience



Staff Experience

This is where we want to work, grow and thrive



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

OBJECTIVE

- 1.1 Ensure our workplaces are physically and emotionally safe for staff.
- 1.2 Empower staff by creating a safe and just culture that encourages and enables everyone to contribute to decisions related to their daily work, to speak up and to learn from their mistakes.
- 1.3 Encourage and promote a healthy lifestyle and work-life balance to prevent burnout and to help our staff feel supported, healed and valued.
- 1.4 Ensure that our recruitment efforts are efficient, effective and reflect our values.
- 1.5 Unite all professions in our work together through an Interprofessional Collaborative Model of Practice.

2. Support the ongoing development of our current and future leaders.

OBJECTIVE

- 2.1 Ensure that staff have access to the professional development resources and related supports necessary to be effective in their current roles and to guide development of our future leaders.
- 2.2 Provide our leaders with the knowledge and skills required to better support staff, to reinforce our culture, to live our values and to mentor development of our future leaders.

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Leadership Goals

Overall Staff Experience Goal: Create a workplace where all employees want to work, grow, and thrive

- ▶ Develop a sustainable leadership framework, that is identifiable yet responsive to change
- ▶ Create an environment where leaders feel supported
- ▶ Create an environment where leaders are supportive of each other and their employees
- ▶ Create a robust succession planning framework
- ▶ Develop professional development opportunities for current and emerging future leaders
- ▶ Create an environment for leaders to be successful in their daily work



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Current State

- ▶ Past state analysis complete
- ▶ Collaboration and information sharing with peer hospitals complete
- ▶ Project planning underway
- ▶ Professional Staff and Informatics Leads identified
- ▶ Leadership engagement – Coaches
- ▶ Focus groups scheduled with all current formal and informal leaders
- ▶ Leadership event, Fostering Well-Being Through Leadership – planning for next stage in series



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Feedback Themes to Date

- ▶ Sustainable future focus
- ▶ Inclusion of emerging and informal leaders
- ▶ Tailored, customizable
- ▶ Management fundamentals and leadership skills
- ▶ Inter-professional/departmental collaboration
- ▶ Wellness/balance
- ▶ Connection based
- ▶ Change management
- ▶ Support mechanisms



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Challenges/Barriers

- ▶ Trust, psychological safety
- ▶ Competing priorities, workload
- ▶ Wide scope: varied needs, goals, audience



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How We Will Measure Success

Direction	Goal	Strategic Indicator	Operational Indicator
Staff Experience	Support the ongoing development of our current and future leaders.	<p>% overall positive staff responses on employee experience survey from leaders</p> <p>% overall positive responses on employee experience with leaders</p>	<p># of participants completing leadership training</p> <p>% of participation in coaching/mentorship</p> <p>Increased # of applicants to leadership postings</p>



Next Steps

- ▶ Focus groups – leader pulse, project scope and goals
- ▶ Initial Plans:
 - ▶ Leadership orientation review and refresh
 - ▶ Development of “check-in” process for new leaders
 - ▶ Development of a “Community of Practice”, engaging with internal subject matter experts to share knowledge
 - ▶ Development of new leader fundamentals
 - ▶ Informal leader debrief sessions



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