

2026 Strategic Plan Update

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STRATEGIC PLAN
2026

Sustainable Future: System Partnerships

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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



Partnerships Overview



Sustainable Future

Ensuring our Healthy Future



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

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Current State

Five Priority Initiatives

What

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

3.2 Support our **NWO Vision to be a leading integrated care (health and human services) system**, where partners work together to achieve the best outcome and care experiences

How

1. Regional **Health Human Resources** Planning/Advocacy
2. Regional **Laboratory** Planning
3. Program **sustainability**: Pharmacy, Surgical, RMHAT, etc.
4. Regional **Electronic Health Record** Renewal
5. System Partnerships – **Ontario Health Teams**



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Highlighted Initiatives



**Regional Health
Human Resources**

- Regional Hospital Closure Planning – regular touchpoints and planning with broad system partners
- NW Regional Health Human Resources Task Force
- Northern HHR Table (OHN/MOH led)
- Advocacy – OHN, OH, OHA, MOH
- Innovation – Regional Transfer Nurse Program, RMHAT



**Regional Laboratory
Planning**

- Development of Regional Laboratory Model
- Crisis planning and mitigation
- EHR Renewal Readiness
- HHR – program planning with Confederation College (MLA and MLT); advocacy



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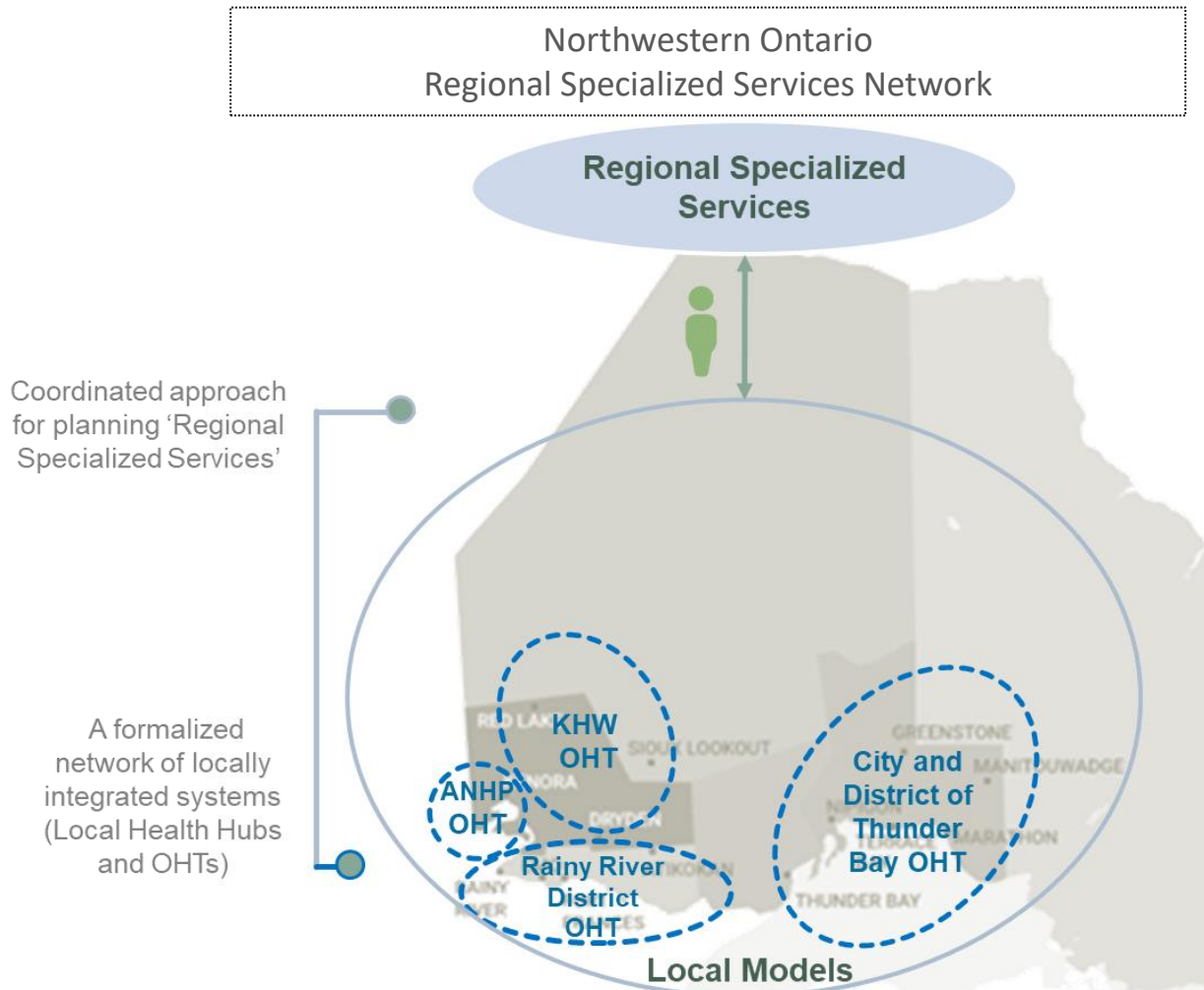
Ontario Health Teams: Our Regional Model for Better Patient Care and Population Health

Four Ontario Health Teams:

- **All Nations Health Partners (ANHP) OHT**
- **Rainy River District (RRD) OHT**
- **Kiiwetinoong Healing Waters (KHW) OHT**
- **City and District of Thunder Bay OHT**

Overarching **Regional Specialized Services Network**

- Ensures a coordinated approach for planning and delivering 'regional specialized services' that is required to ensure the full continuum of care is available to the OHT population
- Supports regional enablers (i.e. digital health, population health data/management, etc.)



City and District of Thunder Bay OHT Priorities

The City and District of Thunder Bay OHT is focused on the following priorities:

1. Commitment to **true and meaningful partnership with Indigenous people, organizations and communities**; including a Collaborative Council where 50% of the governance voices are Indigenous
2. Commitment to **collaborative governance and to consensus decision making** – no voting
3. **Mental Health and Addictions** population health priority
4. **People Centred Leadership** where service users are leaders & partners
5. **Primary Care** – leadership
6. **Digital Health** with the long game being that we are all on the same EHR/CIS system or systems that can effectively speak to each other

Opportunities and Alignment with TBRHSC/TBRHRI SP2026

- EDI and Indigenous Partnerships
- Patient Experience – Patient Flow & MHA/SU Strategy (crisis services, community capacity)
 - Clinical Services Plan
 - Partnerships
 - Digital Health!

Examples of regional collaboration supported by Ontario Health Team work...

- **Digital Health** – Electronic Health Record (EHR) renewal is taking a whole system approach to support system integration, seamless care transitions, etc. All OHTs have endorsed a “one record” Vision!
- North West region approved for provincial funding for **Lower Limb Preservation**; to address amputation rates in our region. Work is supported by and aligned with the Regional Specialized Services Network.
- Partnership with Northern Ontario School of Medicine University for post-graduate Fellows to support OHTs in **data and population health management** approaches.
- Ongoing knowledge sharing across the four OHTs through the Regional Specialized Services Network, to ensure **alignment of priorities, common voice and advocacy** for the needs of Northwestern Ontario.
- **Prevention and Screening** – cancer screening initiatives supported by OHTs



Challenges & Opportunities

Challenges

- Competing priorities – local vs. regional; operational vs. transformational
- HHR
- System interdependency
- Resources

Opportunities

- Collaboration and partnerships (the whole is greater than the sum of its parts)
- Clinical Services Plan
- Share Vision and alignment of priorities
- Collective voice



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How We Will Measure Success

Direction	Goal	Strategic Indicator	
Sustainable Future	Advance Partnerships and System Integration for Better Health Outcomes.	% of NWO patients aligned with regional programs/services.	<p>% inpatient care for NWO pts provided at TBRHSC</p> <p>Avg ALC days per inpatient stay</p> <p>% inpatient care for NWO pts provided within NWO</p>
Sustainable Future	Advance digital health to improve patient and staff experiences and to enhance ongoing operations.		Results on composite of 7 critical success factors re implementation of EMR

Next Steps

- ▶ Health Human Resources – ongoing regional collaboration and advocacy
- ▶ Regional Laboratory – regional plan by December 2023
- ▶ OHTs – support CDTB OHT leadership transition and ongoing leadership at regional level
- ▶ Ongoing collaboration and engagement - OHT, Clinical Services Plan, etc.



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Discussion

- ▶ Where do you see opportunity to better leverage partnerships (existing or to be developed) to support your work?
- ▶ What's missing - are there any partnership opportunities that we have not pursued that you think can help us achieve our strategic goals?



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