

# 2026 Strategic Plan Update

Wednesday, August 2, 2023



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute

STRATEGIC PLAN  
2026

# Staff Experience: Staffing, Vacancy Reporting, & Recruitment

Amy Carr, Director, Human Resources

Dawna Maria Perry, Senior Director, Nursing, Academics & Practice Excellence



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute



# 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

STRATEGIC PLAN



# 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.

STRATEGIC PLAN

2026

# Current State – Areas of Focus



## Staffing

*UKG Dimensions Staff Scheduling System Implementation to replace antiquated system*



## Vacancy Reporting

*True unit vacancies are difficult to determine, leading to delays in recruiting of base staff.*



## Recruitment

*Creative and new recruitment strategies are required to attract candidates in today's job market.*





# Staffing - UKG Dimensions

## Activities To Date

1. Building and testing UKG platform to meet organization specific needs
2. Development of communication and education plan

## Success Criteria

1. Improved identification of vacant shift and filling process
2. Improved processes related to vacation requests, OT, leaves and shift trades

## Next Steps

1. Complete testing and set go live date
2. Implement education plan



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute

STRATEGIC PLAN  
2026



# Vacancy Reporting

## Activities To Date

1. Virtuo position control demonstration and trial data in progress
2. Exploring internal business intelligence solutions

## Success Criteria

1. Reliable and accessible vacancy data at the department and organizational level

## Next Steps

1. Determine efficacy of internal system or commence external sourcing
2. Implementation of selected solution



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute

STRATEGIC PLAN  
2026



# Recruitment

## Activities To Date

1. Nursing Spring Hire, maximize full time hires with CCPN grants
2. Advocacy and maximize use of new programs (Externs, Clinical Scholar, Going to Work Program)
3. Development of recruitment & retention policies
4. Re-established internal HHR working group

## Success Criteria

1. Reduced vacancies
2. Attract and retain top talent

## Next Steps

1. Internal process review for compliance and efficiency (recruitment, selection, on-boarding, orientation)
2. HHR working group initiatives

# Challenges/Barriers

- ▶ Competing priorities
- ▶ Market competition
- ▶ HHR Capacity



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute

STRATEGIC PLAN  
2026

# THANK YOU

QUESTIONS ?



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute

STRATEGIC PLAN

2026