

2026 Strategic Plan Update

September 27, 2023



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
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STRATEGIC PLAN
2026

Staff Experience: Leadership Development

Jeannine Verdenik, Vice President, Human Resources

Amy Carr, Director, Human Resources



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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

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.

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How We Will Measure Success

Strategic Indicator	Operational Indicator
% overall positive staff responses on experience survey	<ul style="list-style-type: none">•# of participants completing leadership training modules•% of participation in mentorship program



Themes from Consultation Sessions

- accountability
- autonomy
- capacity
- career planning
- coaching
- collaboration
- communication
- competing demands
- connecting
- flexibility
- growth focused
- mentoring
- onboarding
- orientation
- professional development
- psychological safety
- recognition
- relevance
- resource allocation
- role clarity
- time
- trust
- workload

Building Sustainable Leadership

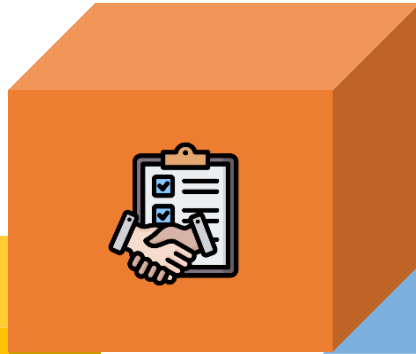
Strategic Recruitment

Hiring and promoting the right people.



Orientation and Onboarding

Ensuring processes are in place to set leaders up for success.



Feedback and Evaluation Processes

Ensuring role clarity and accountability through ongoing feedback at all levels.



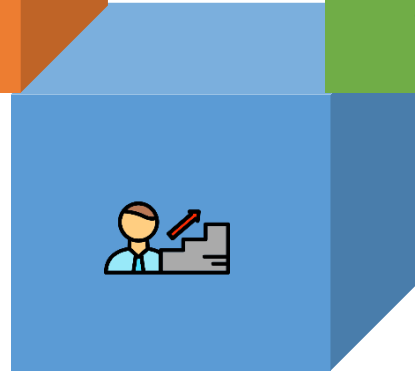
Professional Development

Equipping leaders with the right tools at the right time.



Succession Planning

Ensuring opportunities for career advancement.



Leadership Community

Creating purposeful opportunities for leaders to connect, share, and collaborate.



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Strategic Recruitment

Understanding Trends

Review of turnover statistics.

1

Assess Values and Strengths

Enhanced interview processes including skills and personality assessments.

2

Hiring and promoting the right people

Retain Top Talent

Focused stay and exit interviews, transfer surveys, and engagement feedback going forward.

4

Recruit Top Talent

Review and re-design of posting and advertising processes.

3



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Orientation and Onboarding

Orientation: a short-term process, often a one-day event that involves a tour or the workplace, completion of paperwork and introductions to the team.

Onboarding: a long-term process that can encompass activities, learning opportunities, and social events to ensure a more comprehensive integration into the organization.

Onboarding Program Enhancements

- Development of a comprehensive set of roles and responsibilities at specific intervals – employee and supervisor driven with check-ins from HR
- All new leaders assigned a peer mentor
- Ongoing Information Sessions
 - Hospital Finance 101
 - HR Policy 101
 - Purchasing 101



Feedback & Evaluation Process

01

Work Plans

Implementation of required comprehensive work plans for each leader

02

Performance Reviews

Review and re-design of performance review process

03

360 Feedback

Re-introduction of 360 feedback assessment process



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Targeted Professional Development

Management Essentials

- Moving from team member to supervisor
- Dealing with collective agreements
- Effective supervision
- Giving and receiving constructive feedback
- Conflict resolution
- Performance management
- Progressive discipline
- Crucial conversations

Leadership Essentials

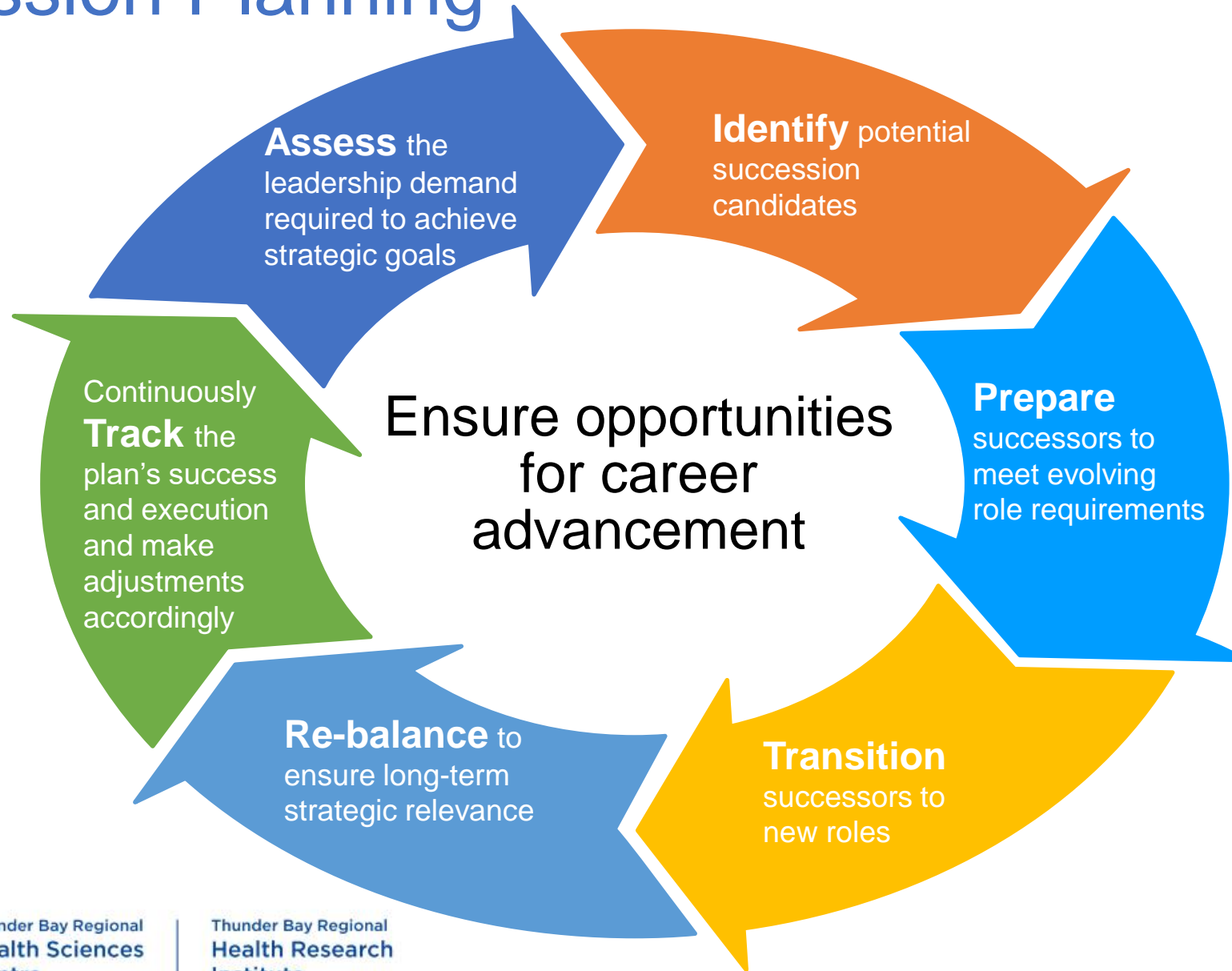
- Leading with Emotional Intelligence
- EDI focused training
- Building trust
- Strategic communication
- Coaching
- Strategic planning
- Teambuilding
- Recognition
- Psychological safety

Technical Essentials

- Financial leadership for non-financial managers
- Writing business plans
- Fiscal stewardship
- Leading effective meetings



Succession Planning



Leadership Community

- Creating purposeful opportunities for leaders to connect, share, and collaborate
- Develop forums for regular ongoing leadership engagement



The Leadership Contract

- MAKE IT -Making the Leadership Decision
- STEP UP -Stepping up to the Leadership Obligation
- GET TOUGH -Doing the hard work of Leadership
- CONNECT -Connecting to the Leadership Community

Sample Contract

As a leader at the Thunder Bay Regional Health Sciences Centre, I commit to the following terms:

- *I will lead with **courage** and **compassion**. I will engage in all discussions, difficult or not, and ensure that patients are at the centre of every decision I make.*
- *I will lead by **example**, with **excellence** in mind. I will bring my best self to work every day by developing myself and creating engaging environments where people have meaningful opportunities to grow.*
- *I will lead through **relationships**. I will focus on developing strong and healthy relationships with colleagues, employees, patients, funders, and other key stakeholders.*
- *I will lead with **inclusivity** and with the **big-picture** in mind. I will align both business and team priorities to ensure that our shared strategic goals are met.*
- *I will lead with **innovation** and **accountability**. I will step up, tackle challenges, and bring solutions, rather than problems to the table.*

Together we will ensure Exceptional care for every patient, every time.

Characteristics of Effective Leaders

Model Exemplary Behaviour

- Set an example by behaving in ways that are consistent with shared values.

Inspire Others towards a Shared Vision

- Enlist others in a common vision by appealing to their values, interests, hopes and dreams.

Challenge the Status Quo

- Search out challenging opportunities to change, grow, innovate and improve.
- Experiment, take risks and learn from mistakes.
- Come to the table with solutions to challenges.

Empower Others to Succeed

- Foster collaboration by promoting cooperative goals and building trust.
- Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.

Foster the Well Being of Others

- Celebrate individual and team successes regularly.

Streams of Leadership

01 **Transitional Stream**
For aspiring leaders

02 **Developmental Stream**
For new leaders with less than 5 years of experience

03 **Mid-Level Stream**
For leaders at the manager or director level with 5 or more years of experience

04 **Senior Stream**
For leaders with 10 or more years of experience at or above the Director level

05 **Executive Stream**
For executives and those striving to move into executive positions

Professional Staff Stream
Tailored approach from Transitional to Executive

Next Steps

- ▶ Finalize Framework
- ▶ Focus Group Loopback
- ▶ Identify budget needs for remainder of 2023/24 year and 2024/2025 budget year and set a variety of PD opportunities
- ▶ Humanistic Healthcare Leadership cohort learning pilot program – Fall 2023
- ▶ Redesign of Leadership Orientation/Onboarding Processes
- ▶ Renewal of Performance and Talent Management Processes
- ▶ Development of a Strategic Recruitment Model
- ▶ Development of Succession Planning Model
- ▶ Develop Leadership Community Processes



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