

# 2026 Strategic Plan Update

October 11<sup>th</sup>, 2023



Thunder Bay Regional  
Health Sciences  
Centre

Thunder Bay Regional  
Health Research  
Institute



# Policy and Procedure Review Well Living House & TBRHSC

Dr. Miranda Lesperance, VP Indigenous Collaboration, Equity, and Inclusion



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STRATEGIC PLAN

2026

# 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



# Equity, Diversity & Inclusion



## Equity, Diversity, & Inclusion

We all belong



### 1. Embed Equity, Diversity and Inclusion in everything we do.

#### OBJECTIVE

1.1 Address Indigenous and other forms of racism and discrimination that lead to inequities throughout our Hospital.

1.2 Establish partnerships that support collaboration, ongoing sharing and learning, and forge pathways for recruitment that reflect the diversity of our communities.

### 2. Provide a culturally safe experience for all patients and staff.

#### OBJECTIVE

2.1 Develop strategies to promote and enable a culturally safe environment.

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# 2026 Strategic Plan - EDI Policy and Procedure Review

- ▶ Objective; Address Indigenous and other forms of racism and discrimination that lead to inequities throughout our Hospital

## Phase 1

- Agreement with Well Living House (*Understanding and addressing Indigenous Specific Racism and Inequities at the TBRHSC*)

## Phase 2

- Internal Policy and Procedure Review from a broader equity, diversity, and inclusion lens



# EDI Policy and Procedure Review - Phase 1

- ▶ Joint project with Well Living House (WLH) through Unity Health Toronto, St. Michael's Hospital
- ▶ Three prong approach to policy and procedure review
  1. Interviews conducted by Lakehead University PhD students
  2. WLH review of 6 TBRHSC policies and recommendations from an Indigenous anti-racism anti-hate lens
  3. Internal Assessment using San'yas Assessment Tool
- ▶ Develop a final report inclusive of actions generated from WLH

Are you a **First Nations, Inuit, or Métis person who has accessed care** at TBRHSC or **who has supported a family member or friend** at the hospital?

Thunder Bay Regional Health Sciences Centre (TBRHSC) wants to better understand and begin to address anti-Indigenous racism at the hospital.

We are an Indigenous team, co-led by Dr. Miranda Lesperance, Dr. Janet Smylie, & Dr. Sophie Roher. We would like to hear from you about your experiences at TBRHSC through a one-on-one interview.

Your interview will be confidential and contribute to recommendations for positive change at TBRHSC.

Participation is always voluntary and confidential.  
A \$100 honorarium will be provided.

**For more information**  
Call/text: (807) 708-9549  
OR email:  
Maggie.Powless-Lynes@unityhealth.to

Well Living House

Thunder Bay Regional Health Sciences Centre

Research Ethics Board approval for this project was waived because it is a quality improvement project.  
Funded by the Government of Ontario

# Well Living House

- ▶ The Well Living House is an action research centre, led by Dr. Janet Smylie, that is focused on Indigenous infant, child and family health and well-being.
- ▶ The Well Living House is working to:
  - ▶ Be a place of refuge and renewal for Indigenous infants, children and families.
  - ▶ Build on similarities and synergies between Indigenous and western science.
  - ▶ Put Indigenous knowledge at the foundation of health services and programs for Indigenous peoples.
- ▶ Well Living House functions as part of St. Michael's Hospital



Well Living House



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*(Well Living House, 2012-2023)*

# Successes

- ▶ Development of Operational Team
  - ▶ Project leads: Dr. Miranda Lesperance, Dr. Janet Smylie, and Dr. Sophie Roher
  - ▶ Project support: Amanda Walberg, research coordinators from WLH, and PhD students from Lakehead University
- ▶ Formed Anti-Racism, Anti-Hate Advisory Committee inclusive of internal Indigenous staff and Indigenous community partners
  - ▶ Intended to ground and guide the project from local perspectives
- ▶ Recruitment and conducting interviews, nearing saturation
- ▶ Identified 6 internal policies for review



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# Challenges/ Mitigation Strategies

Challenge	Mitigation Strategies
<ul style="list-style-type: none"><li>• Accessing the Assessment Tools and extending our contract with San'yas with Summer schedules</li></ul>	<ul style="list-style-type: none"><li>• Continue to reach out to San'yas</li><li>• Extended deadline to ensure this component of the project is completed</li></ul>
<ul style="list-style-type: none"><li>• Establishing trust with the community</li></ul>	<ul style="list-style-type: none"><li>• Communicating that the interview transcripts will not be shared directly with the Hospital; only the recommendations made by WLH as a result of the interview will be shared to further protect anonymity</li></ul>



# Next Steps

- ▶ Completion of 25 interviews
- ▶ Well Living House review of policies and form recommendations
- ▶ Obtain the Assessment Tools and plan for completion of tools
- ▶ Generate Final Report and begin to address the recommendations
- ▶ Hold kick-off meeting to begin phase 2 internally



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Miigwech!  
Thank you!



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