

Strategic Plan 2026

Strategic Alignment Update - Values Based Recruitment and Leadership Development

Amy Carr and Trisha Gibson

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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

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Goal: Values Based Recruitment (VBR)

- ▶ Assess and modify our recruitment processes to ensure they are informed by our values and reflect our focus on EDI
- ▶ Recruitment approach to attract and select employees on the basis that their individual values and behaviours align with the values of the organization
 - ▶ Values are visible and integrated
 - ▶ Tools and processes are aligned
 - ▶ Multiple perspectives in selection process

VBR: Enhanced Resources and Processes

Resources

- ▶ Values Based Recruitment Guide (new)
- ▶ Shortlisting Tool (new)
- ▶ Interview Guide (revised)
- ▶ Interview Question Database (new)
- ▶ Reference Check Tools (revised)
- ▶ Recruitment Checklist (revised)

Process Changes

- ▶ Required use of standard interview guide
- ▶ Required use of standard interview questions
- ▶ Required use and return of standard reference check form

Integrating our Values

- ▶ Job posting
- ▶ Job description
- ▶ Interview questions
- ▶ Reference check
- ▶ Letter of offer
- ▶ Orientation
- ▶ Performance appraisal
- ▶ Reward & recognition

VBR Next Steps

- ▶ Incorporate feedback from leaders and EDI Committee
- ▶ Communicate and post resources
- ▶ Incorporate into orientation and training
- ▶ Develop evaluation criteria (utilization, outcomes)

Goal: Leadership Development

- ▶ Support the ongoing development of our current and future leaders.
- ▶ 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.

Leadership Framework

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.



Thunder Bay Regional
Health Sciences
Centre

Exceptional **care** for every patient, every time.

STRATEGIC PLAN

2026

Leadership Orientation and Onboarding Program (LOOP)

- ▶ Support integration or transition into TBRHSC's Leadership Team
- ▶ Introduce the leadership culture of TBRHSC
- ▶ Ensure leaders have the information and tools to set them up for success
- ▶ Engaging presentations/meetings with presenters

LOOP: Enhanced Resources and Processes

- ▶ New Leader Road Map
 - ▶ Outlining responsibilities of leader, hiring manager, peer mentor
 - ▶ Two road maps: external hire vs. transfer
- ▶ Added in one-on-one meetings in addition to current presenters:
 - ▶ Purchasing
 - ▶ Informatics
 - ▶ Strategy
 - ▶ Quality & Risk
- ▶ Engaging presentations
- ▶ Include resources
- ▶ Peer Mentor
- ▶ HR and other Management Essentials Training (working title)
- ▶ Leadership Communities

Professional Development

- ▶ Managers, Coordinators and Emerging Leaders
 - ▶ Humanistic Healthcare Leadership
- ▶ Directors and Managers
 - ▶ Rotman Healthcare Leadership
- ▶ Peer Mentor Education
- ▶ New Leader / refresher – Management Essentials

Professional Development Next Steps

- ▶ Humanistic Healthcare Leadership future cohort planning
- ▶ Rotman Healthcare Leadership – application and enrolment process
- ▶ Implement Leadership Orientation and Onboarding Processes
- ▶ Renewal of Performance and Talent Management Processes
- ▶ Develop Leadership Community Forums
- ▶ Continue to explore funding sources

Next Priorities

- ▶ Development of a Strategic Recruitment Model
- ▶ Development of Succession Planning Model