

2026 Strategic Plan Update

September 25, 2024



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
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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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Our Initial Roadmap

	Year 1	Year 2	Year 3	Year 4
Foundations	<ul style="list-style-type: none"> ✓ Regional Structures (Regional Services Committee, Ontario Health Team planning, etc.) 	<ul style="list-style-type: none"> ✓ Regional OHT structure (Regional Specialized Services Network) and local OHT advancement 		
Clinical Integration	<ul style="list-style-type: none"> ✓ Regional Pharmacy 			
		<ul style="list-style-type: none"> ✓ Regional Laboratory 		
	<ul style="list-style-type: none"> ✓ Regional Surgery (i.e. Urology, surgical backlog) 			<ul style="list-style-type: none"> <i>Regional Diagnostic Imaging (CWM) – in progress</i>
Enablers	<ul style="list-style-type: none"> ✓ Regional Health Information System (HIS) Renewal & Digital Strategy 			
	<ul style="list-style-type: none"> ✓ Health Human Resources 			
	<ul style="list-style-type: none"> Transportation (initiative specific; i.e. pharmacy, laboratory – in progress) 			<ul style="list-style-type: none"> <i>Back Office</i>
Process Improvement (Design Events) & Resource Sharing	<ul style="list-style-type: none"> ✓ Regional Nurse Transfers 		<ul style="list-style-type: none"> ✓ Regional Mental Health (RMHAT sustainability) 	<ul style="list-style-type: none"> ✓ Surgical Program – program review <i>Regional Repatriations (in progress)</i>

Our Progress – Year 4

Priority/Deliverable	Status
Digital Transformation	On Track
Regional Pharmacy	On Track
Regional Laboratory	On Track
Regional Health Human Resources	On Track
Regional Integrated Care (OHT and RSSN planning)	On Track
Process Improvement – Surgical Program review and regional repatriations	On Track
Regional Services Council of the Board	On Track



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Year 4 Achievements

- ▶ **Secured approvals for Electronic Health Record Renewal** within agreed deadlines.
 - ▶ Consensus from all 12 hospitals and strong working relationship with Ontario Health North.
 - ▶ Secured significant cost savings through negotiations.
 - ▶ Phase 0 activities underway.
- ▶ **Secured funding for North West Regional Cyber Security Operations Centre**; operational.
- ▶ **Secured \$1.5M in funding to progress a Central Waitlist Management model** within the North West. North West is recognized as a provincial leader in this space, which bodes well for ongoing sustainability of the program.
- ▶ **Continued operationalization of Regional Pharmacy Program.** Adapted Regional Program Lead role to respond to clinical needs across the region.
- ▶ **Procured professional services to develop a Regional Laboratory Services Plan.** Significant engagement and involvement with program leadership. Plan endorsed by CEOs. Implementation underway, in partnership with UHG. Will result in better collaboration across the region, efficiencies and ultimately better patient care and sustainability.
- ▶ Supported **Confederation College in proposal to MOH for a satellite MLT Program**; pending launch.



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Year 4 Achievements (cont'd)

- ▶ Ongoing work of **Health Human Resources Task Force**. Improved partnership with Academic Partners.
 - ▶ **Built relationship with Northern Ontario Municipal Association, to align on advocacy efforts.**
 - ▶ **Hosted Dr. Karima Velji, ADM, MOH.** Continued advocacy re: Northern-differentiated approaches/programs. Led to Northern HHR Strategy.
 - ▶ Evolution of Task Force underway to include OHTs and broader system perspective; to implement Northern HHR Strategy.
- ▶ **Secured >\$1.5 M in additional funding for Regional Specialized Services Network** (OHT supports). Funding will support regional programming/supports that will benefit hospitals and broader partners. Secure agreement from partners that funds will also continue to Electronic Health Record Renewal, for broad system benefit.
- ▶ Secured ongoing funds for **Regional Mental Health Assessment Team**,
- ▶ Ongoing work re:
 - ▶ Regional Schedule 1 Planning
 - ▶ Regional Surgical Planning
 - ▶ Regional Repatriations – work initiated to improve processes and policies



At a Glance

Funding

Secured >\$3.5M in program/planning funding (CMW, RSSN, RMHAT)

Partnerships

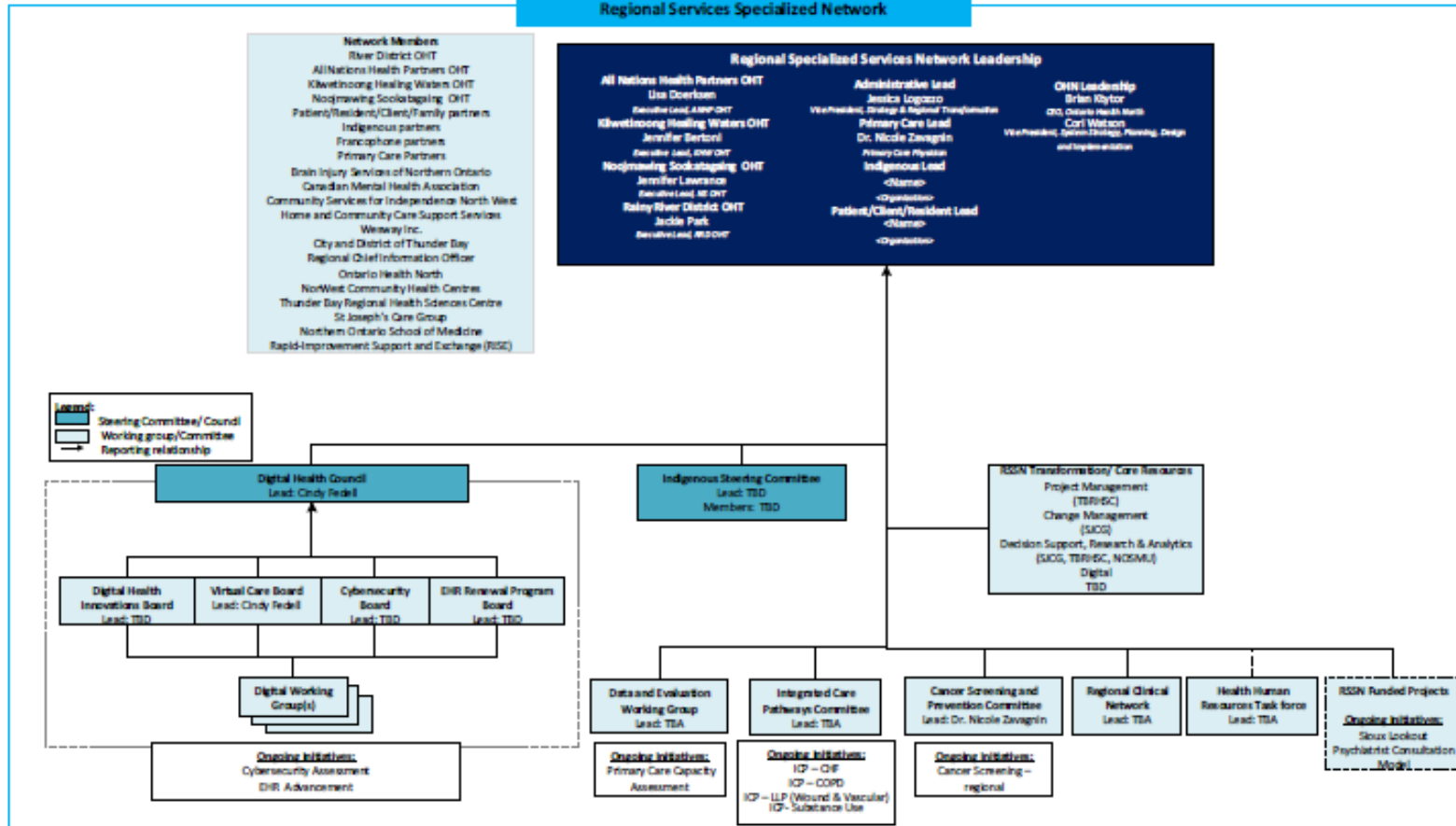
>45 system-level partnerships

Regional Programming

Sustained 6 new regional programs/initiatives (Digital, Pharmacy, Lab, Transfer Nurse, HHR, Pediatrics)

System Governance

Regional Specialized Services Network: Governance Structure
(Proposed for discussion with RSSN)



Challenges/Barriers

- ▶ Competing priorities; need for ongoing prioritization to ensure biggest impact
- ▶ System capacity
 - ▶ Health Human Resources
 - ▶ Repatriations
- ▶ Sustainability



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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.



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Next Steps

- ▶ Continued focus on regional priorities
 - ▶ Priority focus: HHR, system flow – repatriations, lab, digital
- ▶ Annual review and prioritization



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