

2026 Strategic Plan Update

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Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN
2026

Research, Innovation & Learning: Learning Culture & Professional Development

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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



Research, Innovation, & Learning Overview



Research, Innovation & Learning

Driven by the needs of our patients, our staff and our communities



1. Assess and prioritize our research efforts.

OBJECTIVE

1.1 Assess, balance and align our current research priorities with our commitment to research that advances population health and health services and supports translation of knowledge to patient care.

2. Build and enhance our staff capacity and the capabilities needed for research success.

OBJECTIVE

2.1 Create an environment that fosters the retention, development, and recruitment of staff required to enable research success.

2.2 Measure the success of current and future research initiatives and impacts on patients, stakeholders, and the Hospital.

3. Create an environment inclusive and supportive of research, innovation, teaching, and learning.

OBJECTIVE

3.1 Increase efforts to translate knowledge to practice, applying research findings at the bedside, and improving the quality and safety of patient care.

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Current State - Project Plan Goals

- ▶ Develop a methodology, processes and funding approach to encourage and support staff to participate in education and research.
- ▶ To reinforce our learning culture, revise the framework, policies and procedures that ensure staff have access to professional development resources, opportunities and supports necessary to remain effective in their current roles.
- ▶ Implement the initiatives to establish a learning culture to support continuous education, professional development and research.



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Activities to Date

Goal 1 – Funding to Support Learning Culture

- ▶ Assessment of course registration funding (all sources) and utilization.
- ▶ Identification of in-year funding to support current initiatives and plan for further resource allocation and utilization review
- ▶ Peer data collection, policies, programs and resources to support professional development and learning

Goal 2 – Reinforce Learning Culture

- ▶ Review of the Learning Culture Framework and goals
- ▶ Supportive policies: Outside Employment (in consultation), Tuition Reimbursement (under review) Grow Our Own (implemented)
- ▶ Several complimentary initiatives as part of the Leadership Development Framework

Goal 3 - Establish Learning Culture That Supports Continuing Education

- ▶ General and clinical orientation enhancements – implemented and ongoing
- ▶ Department orientation review - in progress
- ▶ Roaming Education for Staff (R.E.F.S.)
- ▶ Addition of supports that staff can use to access evidence based information and learning opportunities
 - ▶ Proposal for additional on-line clinical resources – in progress
 - ▶ Virtual Reality Simulation Project – in progress
 - ▶ Recruitment of Medical Librarian
 - ▶ Enhance Research capacity and competency



How We Will Measure Success

Engagement Survey % positive

- ▶ I have the training I need to do my job effectively.
- ▶ This organization provides me with the opportunity for learning and development.

Participation Rates and evaluation feedback– programs, events, research activities



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What is Next

- ▶ Addition of tools to support staff to access EB information and learning opportunities
 - ▶ Proposal for additional on-line clinical resources
 - ▶ Virtual Reality Simulation Project – in progress
 - ▶ Update to intranet to include library page that has a academic focus and highlights articles by local researchers
- ▶ Consultation on additional policies that support professional development

Upcoming Activities

- ▶ Refresh of project plan to include items that were identified as missing from the review of the learning culture framework



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