

2026 Strategic Plan Update

January 8, 2025



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN
2026

Staff Experience: Leadership Development

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Health Sciences
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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

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.

STRATEGIC PLAN

2026

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



Professional Development

Equipping leaders with the right tools at the right time



Orientation & Onboarding

Ensuring processes are in place to set leaders up for success



Succession Planning

Ensuring opportunities for career advancement



Feedback & Evaluation Process


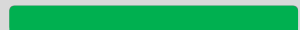
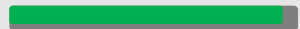



Ensuring role clarity and accountability through ongoing feedback at all levels



Leadership Community

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

Project Status: At a glance

Leadership Block	% Completed	Start Date	End Date	Status
Orientation & Onboarding	100% 	01-Sep-2023	31-Oct-2024	On Time
Leadership Community	100% 	01-Sep-2023	31-Dec-2024	On Time
Professional Development	99% 	01-Sep-2023	31-Dec-2026	Ahead of Schedule
Feedback & Evaluation	37% 	01-Oct-2023	31-Oct-2024	Behind
Strategic Recruitment	41% 	01-Dec-2023	30-Sep-2024	Behind
Succession Planning	0% 	31-Mar-2025	31-Dec-2026	Prior to Start

Status Update



Orientation & Onboarding

Ensuring processes are in place to set leaders up for success



Status

100%
Complete



Expected Duration

Sept 2023 – Oct 2024



Components

- Leadership Orientation and Onboarding Program (LOOP)
- Peer Mentorship

Overview

Orientation, onboarding, and peer mentorship are vital processes that facilitate the seamless transition of new leaders, enabling them to understand their responsibilities and quickly become effective, productive contributors to the team.

Highlights

LOOP:

Launched in Sept. 2024 to support leaders on their leadership journey.

6 leaders participated to date.

Roadmap, Meetings, & Checklist:

Summarizes expectations for new leaders, hiring manager, as well as key stakeholders and resources.

% attestation completed.

Leading & Managing at TBRHSC:

A full-day mandatory session for new leaders to connect, learn, and gain essential tools and resources. Also available as a "catch-up" for leaders hired in the past five years.

21 leaders participated to date.
31 registered for future sessions.

Peer Mentorship:

Provides guidance to new leaders regarding people and processes and helps the new leader adjust into their role.

4 trained as peer mentors through NOSM
2 mentorships in place

Next Steps



Transition to operations

Ongoing monitoring through attestation and check-ins

Evaluate through new leader surveys

Refine and enhance program as needed

STATUS UPDATE



Leadership Community

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



Status **100%**
Complete



Expected Duration
Sept 2023 – Dec 2024



Components

- Inclusive of all formal leadership levels
- Attendance is voluntary
- Provides valuable networking opportunities
- Well-balanced mix of structured content and dynamic discussions

Overview

A forum aimed to create purposeful opportunities for leaders to connect, share insights, and collaborate, as a means to build a strong, collaborative, and dynamic leadership team.

Session Highlights

Building Community:

This session provided an opportunity for participants to help influence the forum's future. Leader's input and ideas helped shape a vibrant and inspiring community dedicated to leadership excellence.

June 2024 – **28 participants**

Recognizing Our Strengths:

This session focused on team building, using the Clifton Strengths Assessment as a basis for discussion, getting to know one another, and building community.

Sept 2024 – **70 participants**

Beyond Corporate Recognition:

This session focused on recognition and appreciation of our employees and the ways we can show this beyond our corporate recognition programs.

December 2024 - **51 participants**

Navigating Difficult Conversations:

The next session will focus on learning effective performance management strategies for tackling challenging discussions.

March 2025 – **Register soon!**

Next Steps



Transition to operations



Develop schedule of topics
for 2025-26

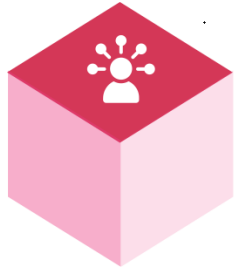


Continue to evaluate sessions
and overall program



Explore additional ways of creating
community

Status Update



Professional Development

Equipping leaders with the right tools at the right time



Status

99%

Complete



Expected Duration

Sept 2023 – Dec 2026



Components

- Management & Leadership Essentials Training
- Healthcare Leadership Program (Rotman)
- Mastering Communication Literacy for Humanistic Leaders (Humber)
- Workshops

Overview

Investing in professional development is key to unlocking our full potential as leaders and enables leadership to grow, learn, and excel. By seizing the opportunities provided, we are enhancing skills and paving the way for greater success and performance in leadership roles.

Highlights

Essentials Training:

Designed to address the specific needs of our leaders. Every September a new list of Essentials opportunities will be offered to all leaders.

92 leaders participated to date
178 registered for future sessions

Rotman Healthcare Leadership Program:

Tailor-made for mid-level and senior leaders, as well as those aiming to transition into executive roles. Competencies learned include change leadership, collaboration, self-awareness, team leadership, and innovative thinking.

25 leaders participated to date

Humber Mastering Communication Literacy:

Designed for our aspiring, emerging, and mid-level leaders. This comprehensive 12-week program comprises three distinct courses, each featuring a four-week block of learning focusing on cultivating collaborative conversations and behaviours.

72 leaders/aspiring leaders participated to date

Workshops:

“Compassion vs Empathy” workshop and “Fostering Well-Being Through Leadership” workshop were offered in Q3. Ongoing tailor made workshops will be offered in future.

144 leaders participated

Next Steps



Transition to operations



Continue to evaluate sessions and overall program



Continue to explore additional PD opportunities

Status Update



Feedback & Evaluation Process

Ensuring role clarity and accountability through ongoing feedback at all levels



Status **37%**
Complete



Expected Duration
Oct 2023 - Oct 2024



Components

- Role clarity, accountability, feedback mechanisms
- Annual Performance Reviews (APR) & Workplans
- 360 Feedback
- Continuing Leadership Development Log (CLDL)

Overview

Forming the foundation of the performance management process, evaluation and feedback helps to measure progress, identify strengths and areas for development, and promote continuous growth. The provision of ongoing, collaborative, and meaningful feedback enhances leadership effectiveness and in turn helps to achieve organizational goals.

Highlights

Focus Group Feedback:

Leaders met to help shape the future of leadership performance evaluations, with recommended changes to be implemented ahead of the upcoming annual review.

Annual Performance Review (APR):

Conducted annually consisting of a self and leader appraisal and inclusive of an annual work plan (new) for Managers, Directors and Coordinators.

360 Degree Behavioural Feedback:

Conducted at intervals based on role tenure, or as indicated.

Continuing Leadership Development Log:

Participation in leadership development activities is one evaluation metric that will inform APRs.

Next Steps



Continue to explore options for an integrated system for future delivery



Explore methods of tracking LD to inform evaluations



Integrate accountability framework & leadership contract into APR and 360 feedback processes



Implement and monitor

Status Update



Strategic Recruitment

Hiring and promoting the right people



Status

41%
Complete



Expected Duration

Dec 2023 – Sep 2024



Components

- Understanding trends
- Assessing values and strengths
- Recruiting top talent
- Retention strategies

Overview

In an ever-evolving workplace, the key to success lies in attracting and retaining top talent. As our workforce demographic shifts, so do the needs and expectations of our leaders. It is essential for Human Resources, hiring managers, and senior leadership to collaborate and align recruitment strategies with the organization's strategic objectives.

Highlights

Understanding Trends:

Our team continuously reviews turnover statistics to identify areas of improvement.

Clifton Strengthsfinder:

Our enhanced interview processes will include in-depth Strengthsfinder assessments to ensure we recruit the best fit for our organization. A Strengthsfinder toolkit and dashboard will be developed to further support leaders and teams.

Recruiting Top Talent:

We will revamp our posting and advertising processes to attract top-tier candidates and also align with the Values Based Recruitment program.

Retaining Top Talent:

Through focused stay and exit interviews, transfer surveys, and ongoing engagement data collection, we will work to ensure our top talent remains satisfied and engaged.

Next Steps



Roll out of Strengthsfinder assessments

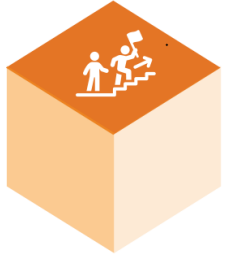


Launch of data collection process



Review and revise current processes

Status Update



Succession Planning

Ensuring opportunities for career advancement



Status **0%**
Prior to Start



Expected Duration
Mar 2025 - Dec 2026



Components

- Identification of key positions
- Talent assessment
- Leadership development
- Creating development plans
- Cross functional experiences
- Continuous feedback
- Acting roles
- Transparent communication
- Diversity and inclusion

Overview

Succession planning is a strategy that will ensure our organization's long-term success by identifying and developing future leaders, preparing for smooth leadership transitions, preserving knowledge, and minimizing disruptions when leaders retire or move on.

Succession Planning Cycle

Assess the leadership demands required to achieve strategic goals.

Identify potential succession candidates.

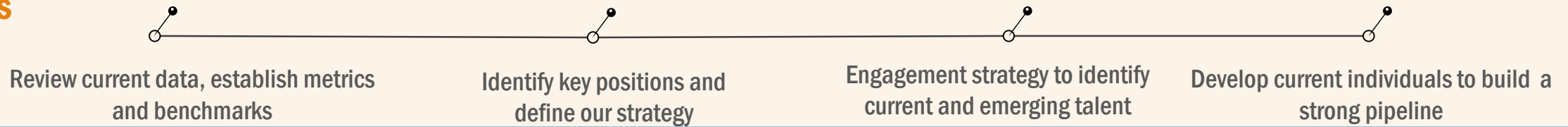
Prepare successors to meet evolving role requirements.

Transition successors to new roles.

Re-balance to ensure long-term strategic relevance.

Continuously Track the plan's success and execution and make adjustments accordingly.

Next Steps



Leadership Development

Visit this page regularly for updates and new resources to enhance your leadership skills and drive towards success.



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Leadership Development Implementation Team

- ❖ Jeannine Verdenik – Executive Sponsor
- ❖ Amy Carr – Project Lead and HR Resource/SME
- ❖ Trisha Gibson – HR Resource and SME
- ❖ Jennifer Pugliese – Informatics Resource
- ❖ Dawna Maria Perry - Professional Development Resource/SME
- ❖ Dr. B. Jacobsen/Dr. W. Harris – Physician Resource
- ❖ Jennifer Fawcett – Medical Affairs Resource (*new member)
- ❖ Angela Kutok – PI Consultant



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