

2026 Strategic Plan Update

January 22, 2025



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN
2026

Equity, Diversity, Inclusion: EDI Physical Environment Review, Indigenous Recruitment and Education & EDI Experiences for Learning

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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



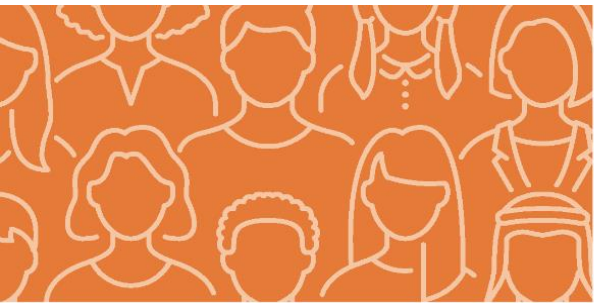
Research, Innovation, & Learning
Driven by the needs of our patients, our staff and our communities



Sustainable Future Ensuring our Healthy Future



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.

STRATEGIC PLAN

2026

EDI PROJECTS: At a glance

Complete	EDI Steering Committee Development
Complete	Truth & Reconciliation Call to Action Implementation
Complete	EDI Policy & Procedure Review
On Time	Cultural Safety Training
On Time	EDI Physical Environment Review
On Time	Indigenous Recruitment & Education
On Time	EDI Experiences For Learning



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Status Update

EDI Experiences For Learning



Status **7%**
Complete



Expected Duration
Aug 2024 – Dec 2026



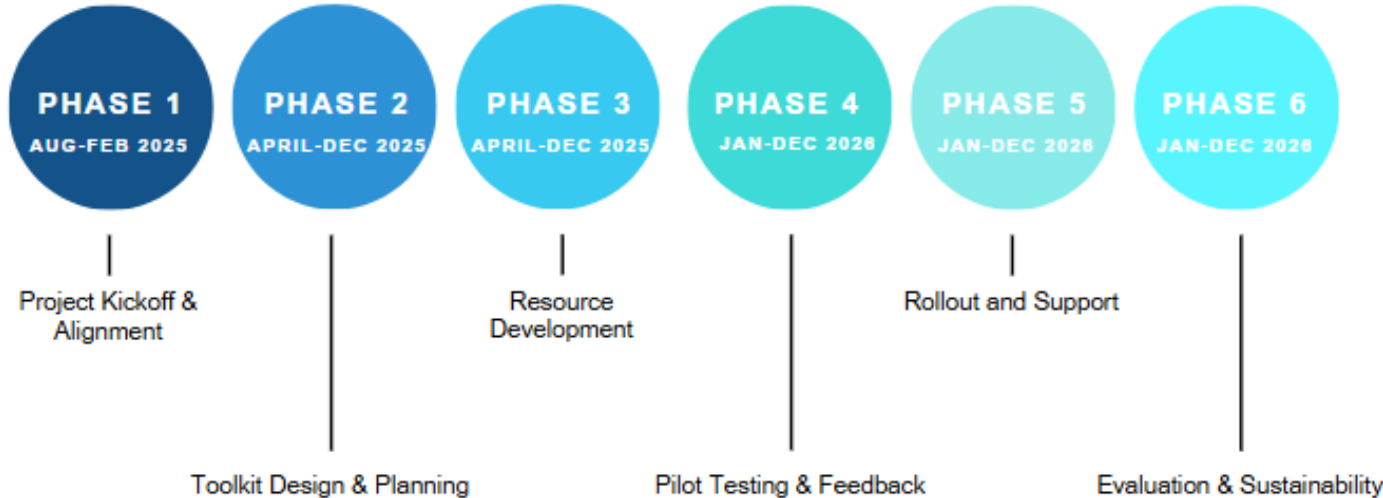
Components

- Toolkit Creation & Planning
- Testing & Refinement
- Deployment & Support
- Assessment & Continuity

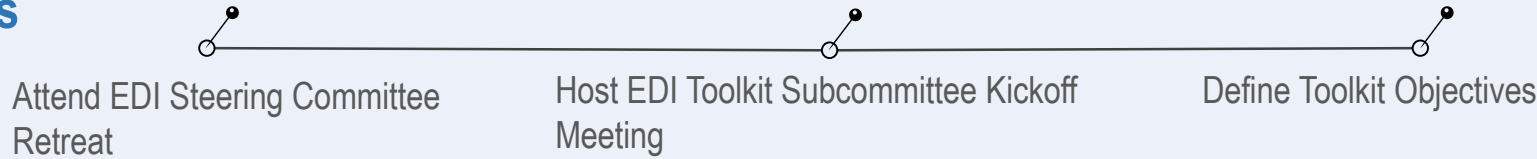
Goal

Build understanding and respect through EDI assessment tools

Timelines



Next Steps



Status Update

Indigenous Recruitment and Education



Status **13%**
Complete



Expected Duration
Jul 2024– Dec 2026



Components

- Identify barriers
- Identify partners/collaborators for recruitment efforts
- Develop recruitment strategies
- Implement Strategies

Project Purpose

To address the under-representation of Indigenous Peoples in Health Human Resources (HHR) positions at Thunder Bay Regional Health Sciences Centre, fostering a more inclusive and diverse workforce.

Goals and Objectives

Enhance Recruitment Strategies

Implement targeted outreach, develop tailored job descriptions, and consider appointing an Indigenous Recruitment Specialist.

Leverage the Growing Indigenous Population

Focus on workforce planning and create clear career pathways.

Identify Recruitment Partners

Build partnerships to ensure programs and advertisements effectively reach target populations.

Create Support Systems

Establish networks for current employees to improve retention and job satisfaction.

Education and Awareness

Promote awareness, educational campaigns to build a more inclusive and informed workplace culture.

Align with TRC

Enhance our recruitment and employment practices in line with the Truth and Reconciliation Commission's recommendations.

Next Steps

Staff feedback through all staff survey and focus groups

Complete partner engagement and compile and theme feedback

Develop and validate recruitment strategies to address gaps

Implement strategies

EDI Physical Space Review



Status **27%**
Complete



Expected Duration
Jan 2024– Dec 2026



Components

- Contract EDI Physical Space Specialist
- Gap Analysis
- Identify Partners
- Develop Decision Making Framework

Project Purpose

The aim of this project is to create a safe and supportive physical environment that is inclusive and welcoming to all who walk through our doors.

Highlights

Select **EDI Physical Space Specialist** to conduct a comprehensive evaluation of our organization through an EDI lens.

Identify Partners with a focus on Indigenous Peoples, those within the 2SLGBTQIA+ communities and mental health population.

Gap Analysis
Physical audit of patient-facing areas with a focus on ensuring best practices of EDI are incorporated in the physical space for all equity-deserving groups.

Develop a **Decision-Making Framework** that TBRHSC can utilize in the future for space planning and capital projects at both the main campus and satellite locations.

ICP Main Meeting Room Improvements to ventilation for smudging ceremony. Flooring replacement with medicine wheel inlay/artwork is now complete.

Next Steps



Questions?



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