

Thunder Bay Regional Health Sciences Centre

VIRTUAL  
**TOWN HALL**



# Welcome to the Town Hall



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# Introduction



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# Agenda for May 21, 2025

- ▶ **Introduction** – *R. Crocker Ellacott*
- ▶ **Reflections from the Front Lines: Volunteer Services** – *J. Wintermans*
- ▶ **Staff Spotlight: Recognizing Excellence** – *J. Wintermans*
- ▶ **Global Workforce Survey** – *A. Carr*
- ▶ **Leadership Development** – *A. Carr*
- ▶ **Q4 Strategic Plan Results** – *J. Logozzo*
- ▶ **Cardiovascular Surgery Program (Construction Update)** – *A. Bruno*
- ▶ **Meditech Expanse Update** – *M. Boote*
- ▶ **Your Questions Answered** – *J. Wintermans*
- ▶ **Closing Remarks** – *R. Crocker Ellacott*



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# Reflections From the Front Lines:

## *Volunteer Services*



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[https://youtu.be/6gRiUGP\\_mMU](https://youtu.be/6gRiUGP_mMU)



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# Staff Spotlight:

## *Recognizing Excellence*

Jennifer Wintermans, *Vice President, Clinical Services, Quality and Corporate Affairs*



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**Samantha Lander**, recipient of the Unit Leader Award



**Benjamin Dao**, recipient of the Preceptor Award



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**Shanni-Lyn Valley**, recipient of the Staff Experience Award



**Erin McQueen**, recipient of the Chief Nursing Executive Award



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**Jassy Moores**, recipient of the Volunteer Bursary Award



**Rita Tosolini**, recipient of the Patient Experience Award



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**Moria Menard**



**Jenna Sweitzer**



**Victoria Kerr**



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# Global Workforce Survey

*Amy Carr, Director, Human Resources and Organizational Development*



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# HSO Global Workforce Survey: Overview



The HSO Global Workforce Survey provides comprehensive insights into work life quality and safety culture in a **single survey instrument**.



The HSO Global Workforce Survey is among the most **comprehensive survey instrument** that measures topics related to work life and safety culture.



The HSO Global Workforce Survey is **research-backed and co-designed**.



**Flexible and customizable.**



**Robust reporting** provides organizations with reporting capabilities to meet the needs of all audiences

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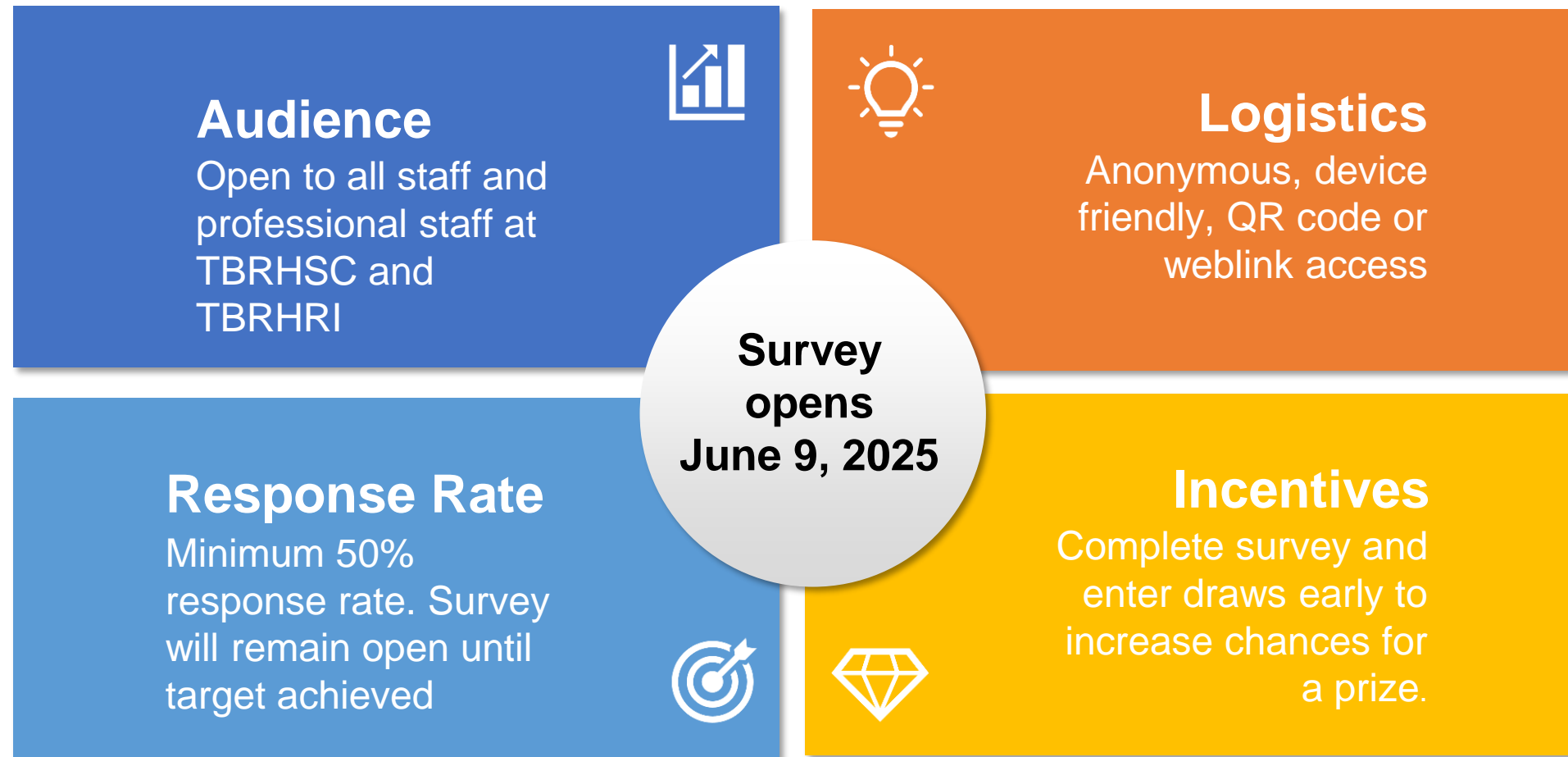
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# Next Steps

*Timeline  
variable based  
on survey  
closure date*



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# Strategic Plan 2026 Update: Leadership Development

*Amy Carr, Director, Human Resources and Organizational Development*



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## Building Sustainable Leadership



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# Accomplishments



## Orientation & Onboarding

Ensuring processes are in place to set leaders up for success

- LOOP launched in Sept. 2024 to support leaders on their leadership journey.
- Roadmap summarizes expectations for new leaders and hiring managers.
- Leading and Managing at TBRHSC full-day session sets new leaders up for success.
- Peer mentorship opportunities.



## Professional Development

Equipping leaders with the right tools at the right time

- Management Essentials training designed to address the specific needs of our leaders.
- Rotman Healthcare Leadership Program tailor-made for mid-level, senior leaders, and those aiming to transition into executive roles.
- Humber Mastering Communication Literacy Program designed for our aspiring, emerging, and mid-level leaders.
- Ongoing tailor-made workshops.



## Leadership Community

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

- Provides meaningful opportunities to connect and network.
- Getting together in person is key to the success. Attendance is voluntary.
- Well-balanced mix of structured content and dynamic discussions.
- Where leaders have an opportunity to get together and collaborate and create organic cross functional teams.



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# In Progress



## Strategic Recruitment

Hiring and promoting the right people

- Implement Strengthfinder assessments to ensure we recruit the best fit for our organization.
- A Strengthfinder toolkit and dashboard will be developed to further support leaders and teams.
- Revamp our posting and advertising processes to attract top-tier candidates.
- Stay and exit interviews, transfer surveys, and ongoing engagement data collection.



## Feedback & Evaluation Process

Ensuring role clarity and accountability through ongoing feedback at all levels

- Annual Performance Review revamp.
- Conducted annually consisting of a self and leader appraisal.
- Annual work plan for Managers, Directors and Coordinators.
- Integrate accountability framework & leadership contract.



## Succession Planning

Ensuring opportunities for career advancement

- Review current data, establish metrics and benchmarks.
- Identify key positions and define our strategy.
- Engagement strategy to identify current and emerging talent.
- Develop current individuals to build a strong pipeline.



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# Shout-Out to Leaders and Aspiring Leaders



**Leading and Managing at TBRHSC**  
*52 new leaders completed the full-day session since Nov 2024*



**Leadership Community**  
*191 participants in 4 sessions since June 2024 with 42 more registered for the June 5<sup>th</sup> session*



**Management Essentials Training**  
*122 leaders participated to date with 73 registered for future sessions*



**Workshops**  
*144 leaders/aspiring leaders participated in Compassion vs Empathy workshop and Fostering Well-Being Through Leadership workshop*



**Humber and Rotman Leadership Programs**  
*87 leaders/aspiring leaders have completed these programs to date*



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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. Bradley Jacobson** – Physician Resource
- ▶ **Jennifer Fawcett** – Medical and Academic Affairs Resource
- ▶ **Angela Kutok** – PI Consultant



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# Strategic Plan 2026: Q4 Results

Jessica Logozzo, *Vice President, Strategy and Regional Transformation*



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# Overall Progress & Status Report to 2024/25

SP2026 Direction / Enabler	Initiative Status				
	Total	On Track	Slightly Behind	Significantly Behind	Complete
Equity Diversity & Inclusion	7	4			3
Patient Experience	5	3			2
Staff Experience	7	6			1
Research, Innovation & Learning	3	2			1
Sustainable Future	4	3			
<b>Total</b>	<b>26</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>7</b>



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# Strategic Indicator Results for 2024/25

- ☒ Exceeding target for the number of patients that self-identify as Indigenous.
- ☒ Exceeding target for the number of staff that have participated in “Repairing the Sacred Circle” an Indigenous Cultural Awareness and Education Primer.
- ☐ Wake the Giant training continues to increase towards current target. High compliance has been met for Leaders and Management staff.
- ☒ Exceeding target for overall positive experience ratings for Inpatient & Emergency Department patients.
- ☐ Results for repeat emergency department visits for heart failure through quarter 4 have fluctuated and remain below target.

- ☒ Exceeding target for reduction of patient harm.
- ☐ Evaluation of data source and target for staff experience is in progress.
- ☒ Exceeding target for number of investigator-initiated research studies informed by Northwestern Ontario population needs.
- ☒ Exceeding target for number of participants enrolled in a clinical trial in 2024/25.
- ☒ Improved and now better than stretch target for percent operating gross margin.
- ☒ Exceeding target for the proportion of patients aligned with regional programs/services.



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# Annual Review & Accountability Process – Year 3

- February – May: **Annual Review Process**  
(Engagement, Environmental Scan and Refinement)
- May 20: **Quarterly Strategic Performance Review**  
(present results of feedback, discuss and endorse)
- June 4: **TBRHSC/TBRHRI Board meeting**
- June 11: **Town Hall – Celebrating Year 3 Progress!**
- June 12: **All Staff BBQ!**
- June 18 – **Annual Community Partner Session**



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# Cardiovascular Surgery Program (Construction Update)

*Aaron Bruno, Project Planner, Capital and Facility Services*



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## Cardiovascular Surgery (CVS) Project - Update

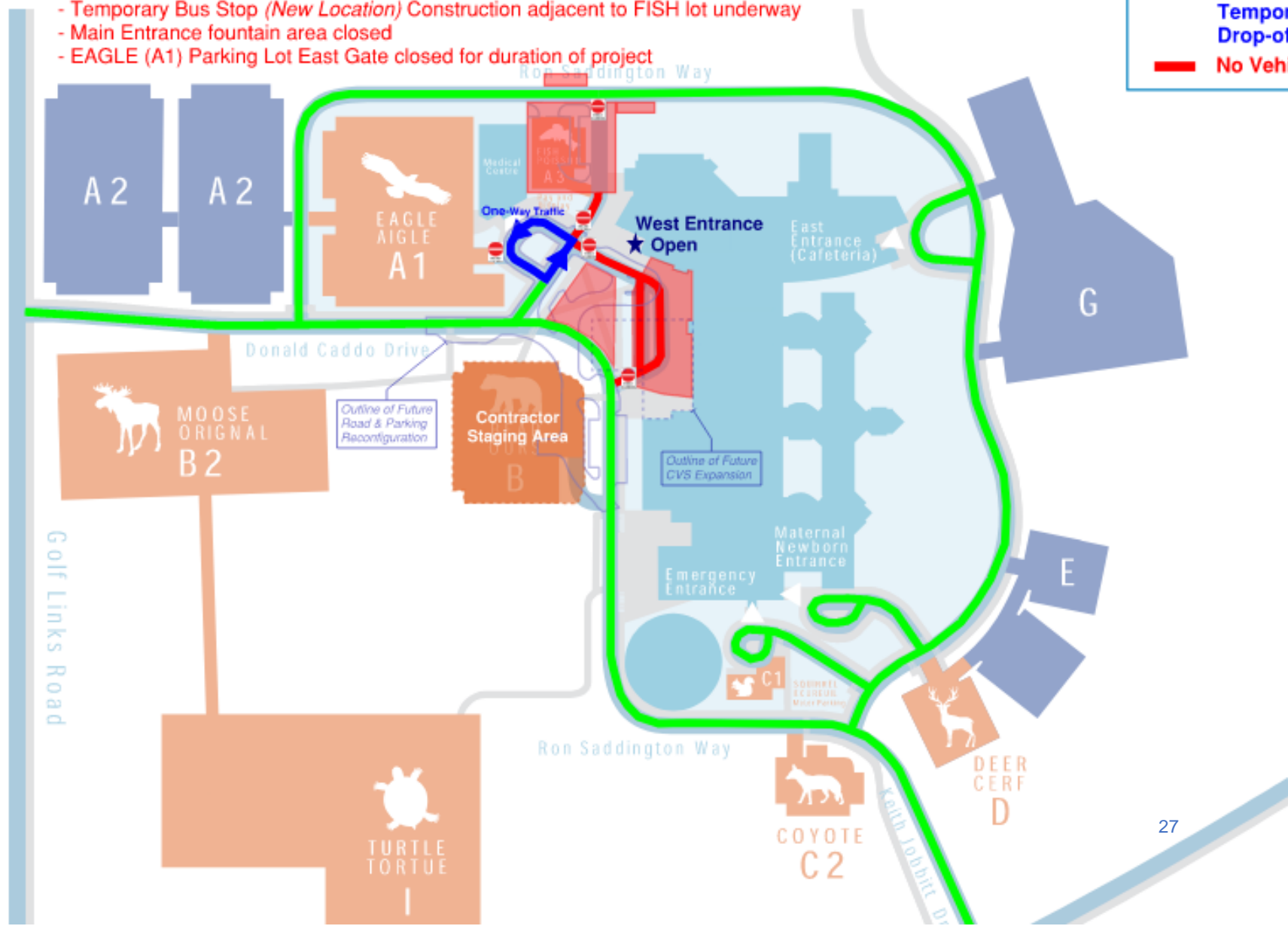
■ Area Closed for Construction

### Recap & Impacts

- Renal Entrance, Main Entrance, and corresponding Pick-up / Drop-off location closed for duration of project
- Fish Lot Construction expected to be completed mid-late June
- Temporary Bus Stop (New Location) Construction adjacent to FISH lot underway
- Main Entrance fountain area closed
- EAGLE (A1) Parking Lot East Gate closed for duration of project

### Legend:

- Access
- One-Way Traffic, Temporary Pick-up / Drop-off Location
- No Vehicle Access





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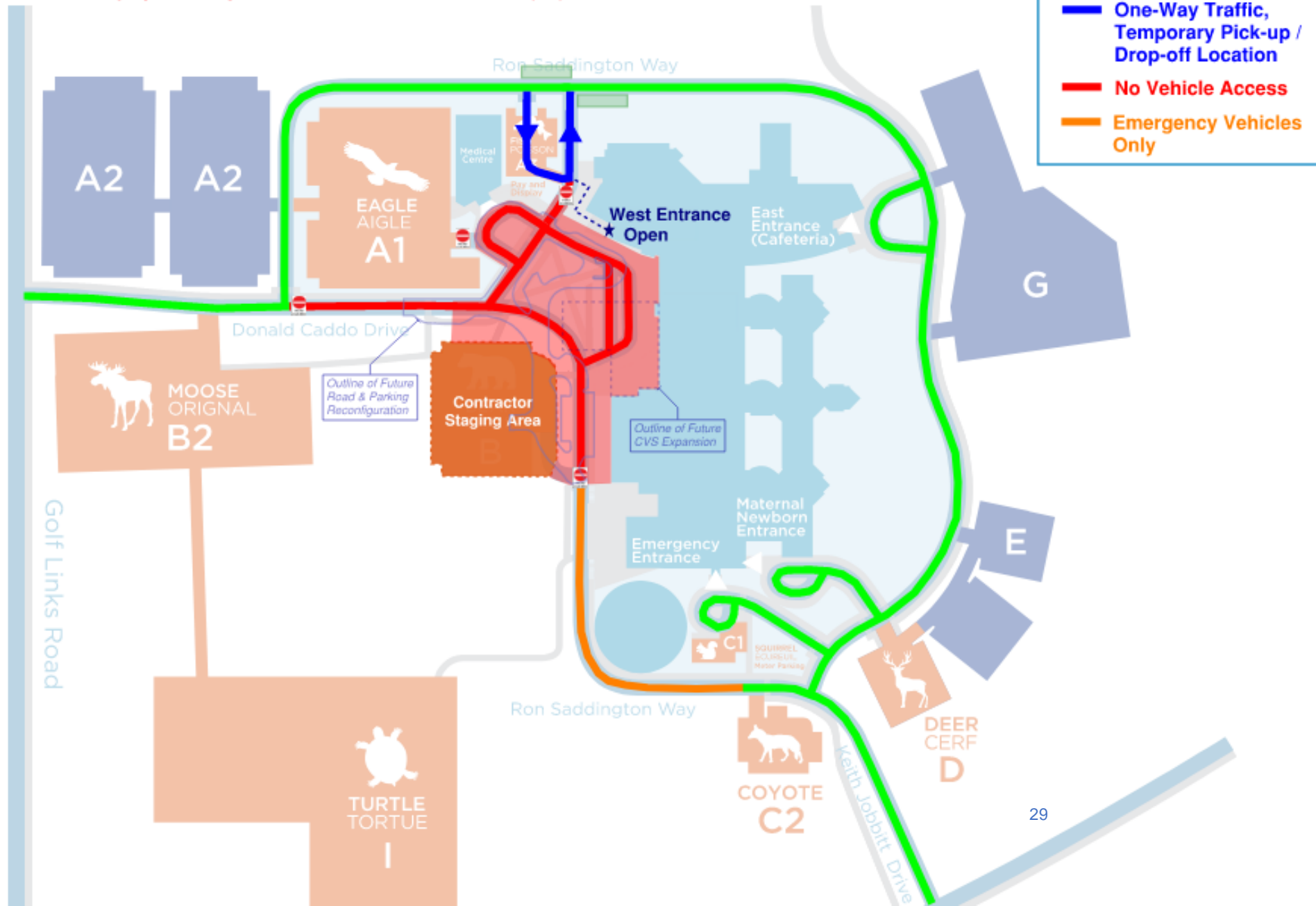
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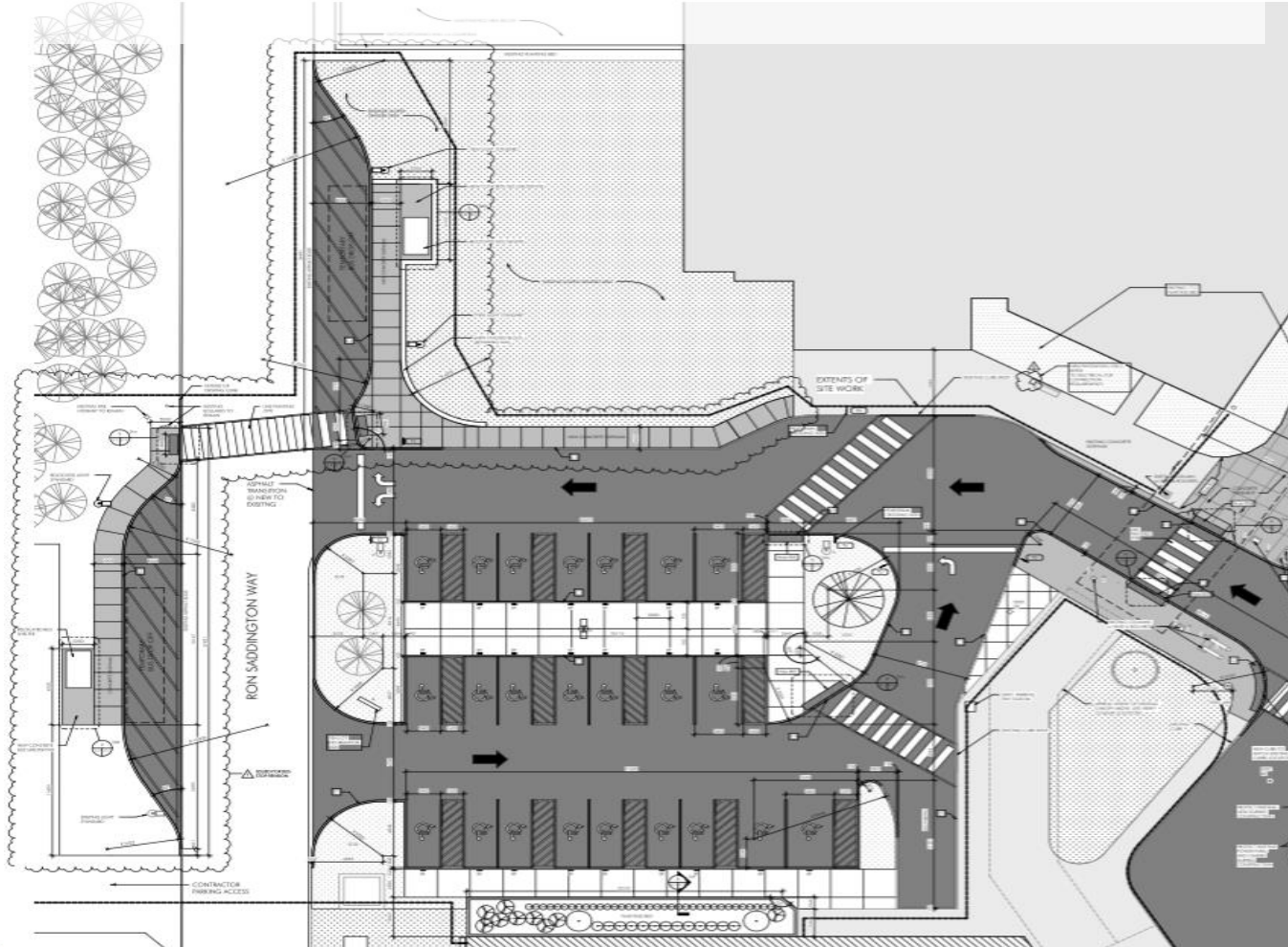
## Cardiovascular Surgery (CVS) Project - Update

■ Area Closed for Construction

Starting upon Completion of FISH Lot for duration of project



## Fish (A3) Parking Lot – Future Pick Up & Drop Off Location during the next phase of construction...



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# Need More Information?

Visit the Cardiovascular Surgery Program page on the Hospital's website.

► [www.tbrhsc.net](http://www.tbrhsc.net)

Check out the Frequently Asked Questions resource.

► <https://bit.ly/TBRHSC-CVS-FAQs>



## Cardiovascular Surgery Program

### Frequently Asked Questions

**What is the Cardiovascular Surgery Program?**  
To improve patient care for the region, Thunder Bay Regional Health Sciences Centre (TBRHSC) has been working with the Peter Munk Cardiac Centre (PMCC) at the University Health Network (UHN) to co-develop a cardiovascular surgery (CVS) program at TBRHSC since 2013. We are in an exciting stage of the project, where **76,000 square feet** of space will be renovated and expanded to accommodate a new comprehensive cardiovascular surgery program that will allow our Hospital to complete vital cardiac procedures, reduce wait times for urgent and elective procedures and ensure timely access to essential services in the region.

**This transformative project will include**

- 14** Cardiovascular Surgery inpatient beds
- 6** New Coronary Care Unit beds
- 1** New Hybrid Operating Room

Renovations to Operating Rooms 9 & 10

A new Ambulatory Care clinic and Pre-admission Clinic expansion

Renovations to Medical Devices Reprocessing and Biomedical departments

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# NWOHR Program: Meditech Expanse

**Martina Boote**, *Regional Director of Nursing Informatics, Northwestern Ontario Hospitals*



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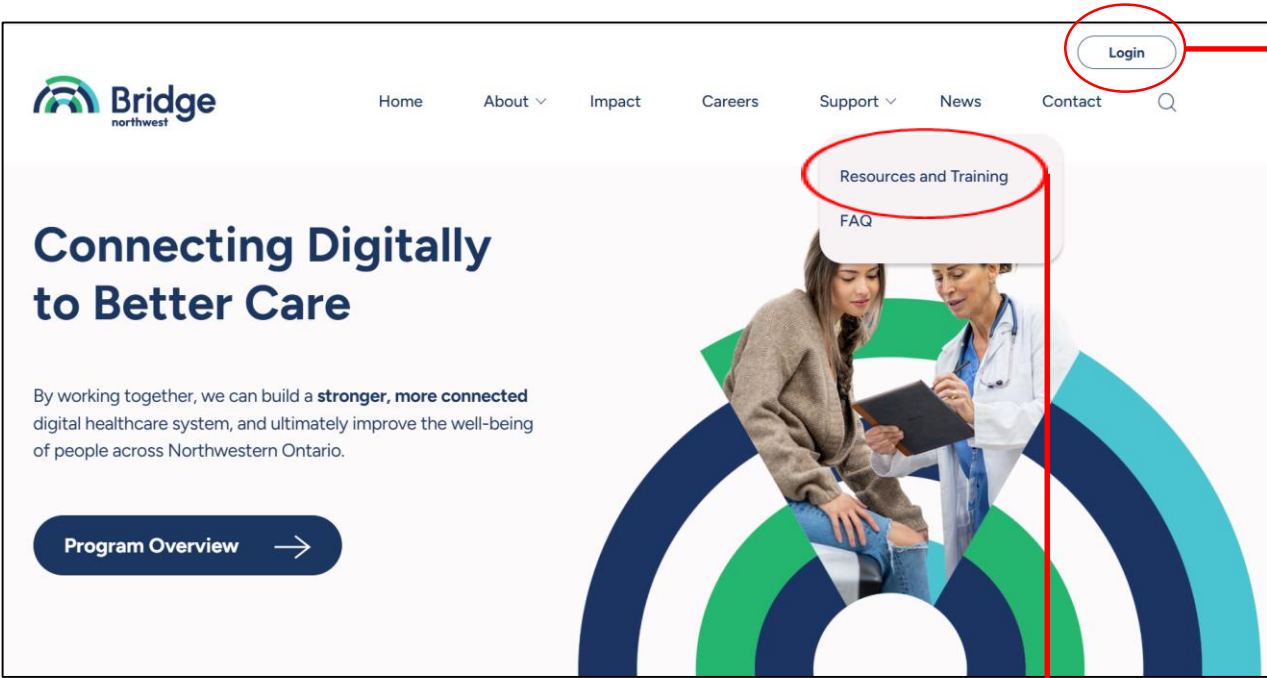


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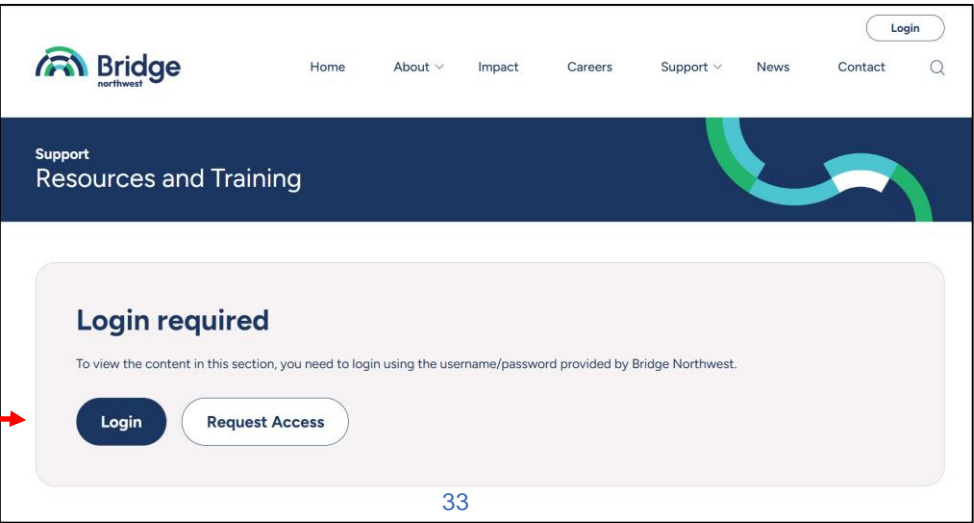
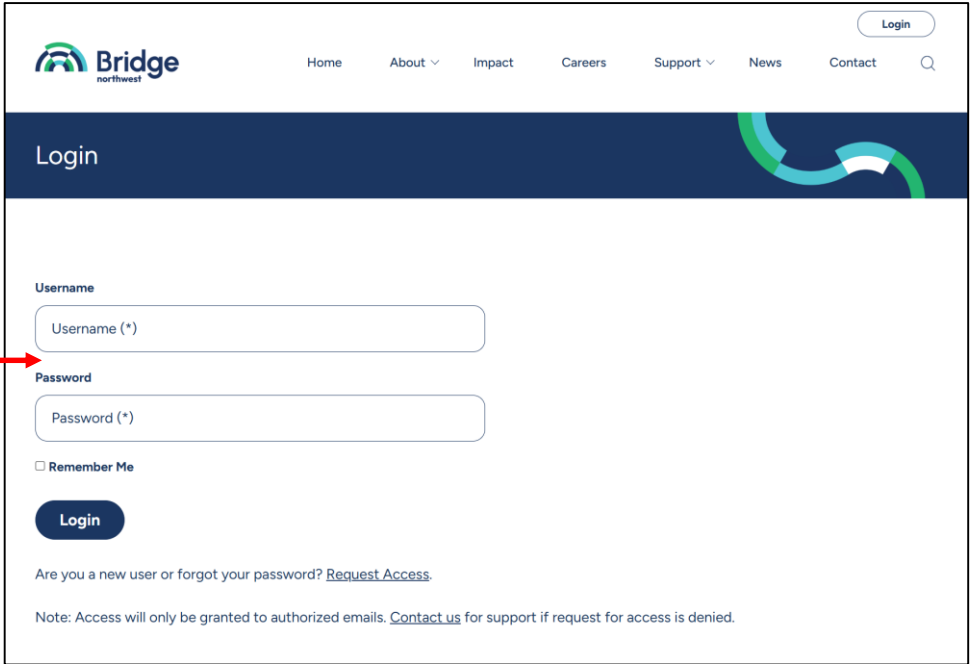
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# Member Login

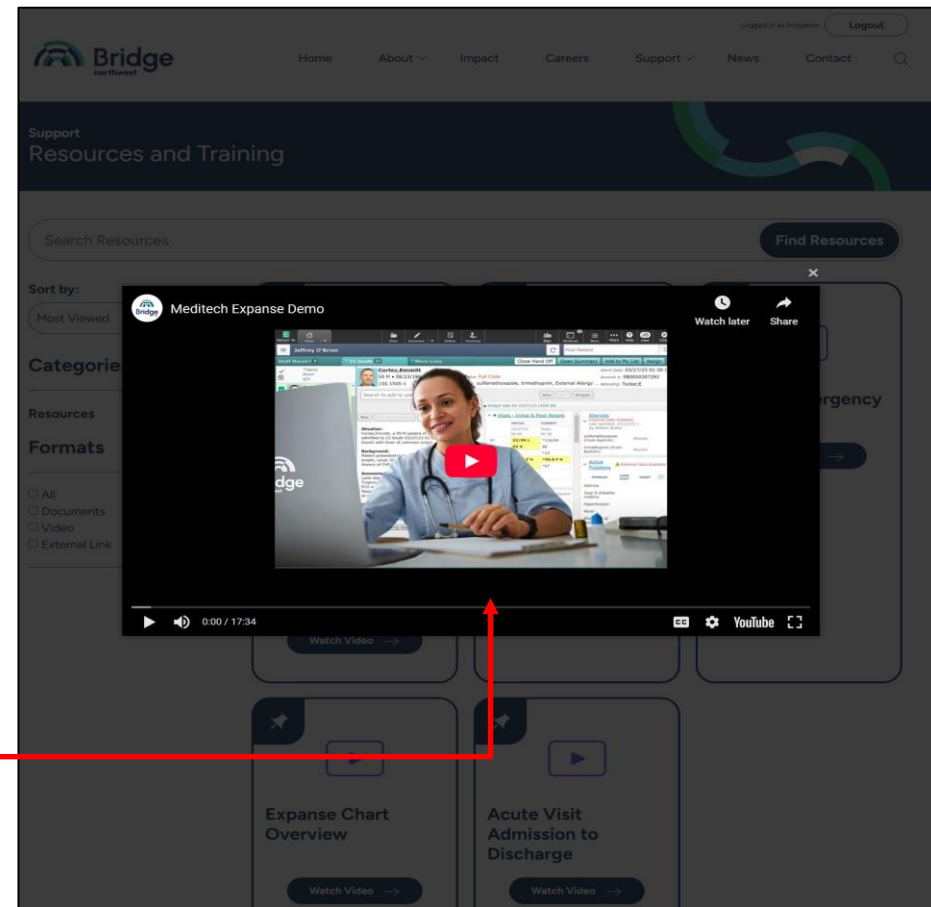
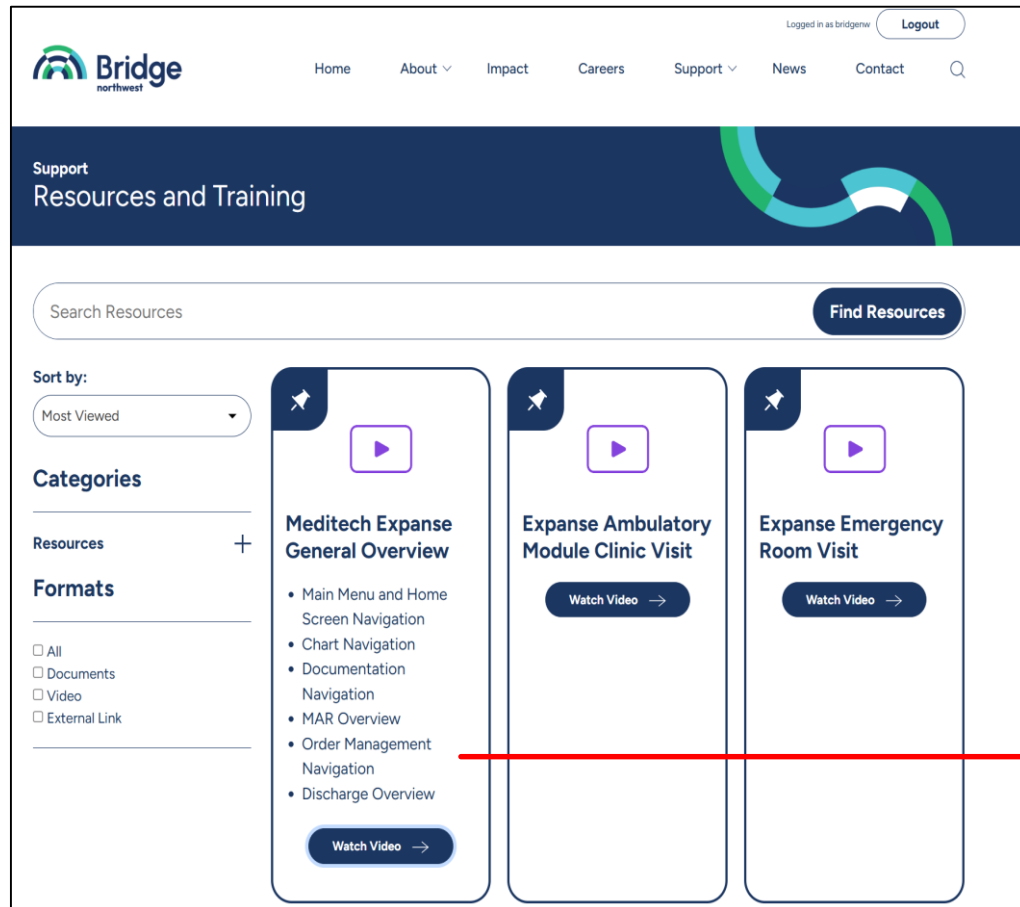


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Password: **expans**



# MEDITECH Expanse Training and Resources:

## Virtual Demonstrations



Bridge NW will have  
a booth at the Staff  
BBQ June 12th!

Plan to stop by for  
some goodies and to  
meet our Change  
Team!



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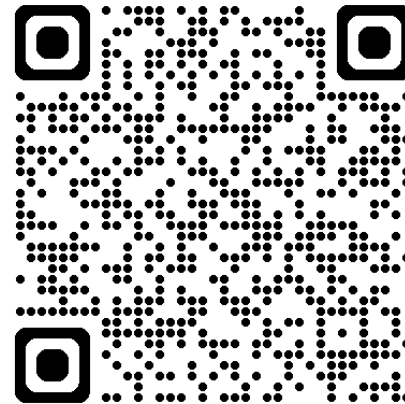
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# We Want to Hear From You!



- ▶ Your feedback helps us understand how to best support you during the move to MEDITECH Expanse.
- ▶ Thanks for taking two minutes to share your thoughts!



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# Leading Project Driven Change

- ▶ Intended for those managing people on the front line
  - ▶ Learn fundamentals of change management practice.
  - ▶ Understand risks introduced by change resistance and how to reduce or eliminate.
  - ▶ Build communication strategies for your team.
- ▶ Two half days (1:00 p.m. - 4:30 p.m.), offered virtually, **June 10 and 12** or **June 17 and 19**.
- ▶ Delivered by Change Management experts, adapted for NW healthcare context.
- ▶ Contact [Sondra.Seibel@tbh.net](mailto:Sondra.Seibel@tbh.net) to register.



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# How to stay informed



**Bridge**  
northwest



- TBRHSC Project Co-Lead: [DawnaMaria.Perry@tbh.net](mailto:DawnaMaria.Perry@tbh.net)
- TBRHSC Program Co-Lead: [Martina.Boote@tbh.net](mailto:Martina.Boote@tbh.net)
- Program Change Lead: [Sondra.Seibel@tbh.net](mailto:Sondra.Seibel@tbh.net)



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# Questions?



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# Closing Remarks

Dr. Rhonda Crocker Ellacott, *President and CEO, TBRHSC, and CEO, TBRHRI*



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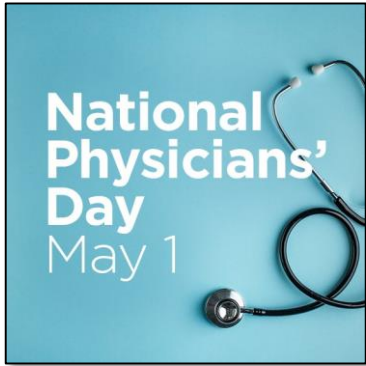
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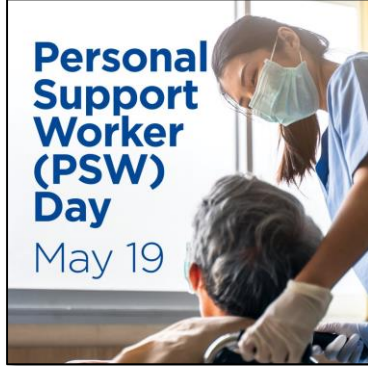
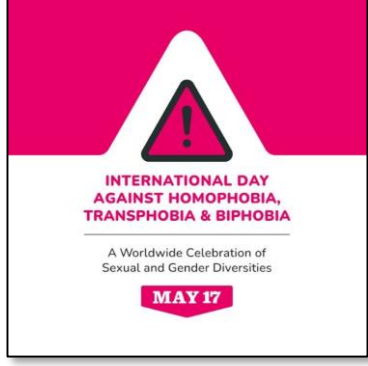
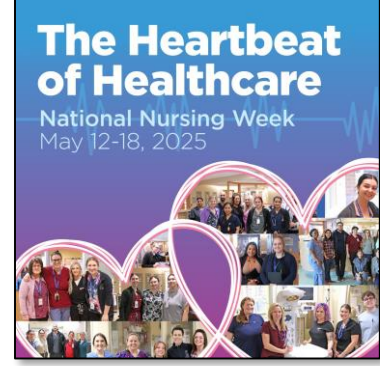
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National Biomedical Engineering Week (May 18-24)



Indigenous Nurses Day (May 12)



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