



# STRATEGIC PLAN

## 2024-2028

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*Established in 1884, St. Joseph's Care Group provides services in Mental Health & Addictions, Rehabilitative Care, and Seniors' Health.*

*We operate more than eight sites across the city of Thunder Bay including a rehabilitative care hospital, two long-term care homes, seniors' supportive living, mental health supportive housing, community mental health, live-in and day treatment for addictions, withdrawal management, and virtual care.*

*With over 2,200 staff and growing, we pride ourselves on living our core values of Care, Compassion & Commitment. We are recognized as a leader in delivering safe, high-quality people-centred health care and have been Accredited with Exemplary Standing, the highest level awarded by Accreditation Canada.*

# Land Acknowledgement

St. Joseph's Care Group acknowledges the sacred land on which it operates.

The land is the territory of the Anishinaabek Nation and it is home to Fort William First Nation, one of the signatories of the Robinson-Superior Treaty of 1850.

We also acknowledge the traditional name, Animikii Wiikwedoong, which loosely translates to Thunder Bay, the city in which we are located.



# Message from the Board Chair and President & Chief Executive Officer



Susan Fraser, Board Chair

It is with great pleasure that we present St. Joseph’s Care Group’s new Strategic Plan 2024-2028.

This is our Strategic Plan, written with the experiences and insights of our staff, physicians, Elders, Client & Family Partners, volunteers, the people we serve and their families, and health and community partners. Together, we identified three priorities:

- Drive High-Quality People-Centred Care
- Nurture Our People
- Lead and Enhance Regional Specialized Care

Within each of the priority areas, the feedback from over 1,000 people and from a range of organizations have led to the development of clear objectives to help us achieve all that we have set out to accomplish. This is a plan that supports and enables transformation while keeping people at the centre of our work.



Janine Black, President & CEO

Our culture is one where we listen to and value each other. During Strategic Planning engagement, we heard from our staff that the time was right to revise our Mission, Vision and Values. So that’s what we did. We worked collectively with staff to develop our new Mission, Vision and Values, with each word carefully chosen to affirm our commitment to those in need, express our healthcare purpose, and reflect our Catholic identity.

Finally, to everyone who has contributed to this Strategic Plan, we extend not just our gratitude but a sense of excitement for all that we can achieve! It truly is a plan for now and into the future, and it reaffirms our commitment to uphold our values with humility and integrity, fostering an inclusive environment and ensuring that everyone who walks through our doors feels welcomed, valued, and respected.

Sincerely,

**Susan Fraser**  
Board Chair

**Janine Black**  
President & CEO



### Our Founders

St. Joseph’s Care Group is a Catholic healthcare organization founded by the Sisters of St. Joseph in 1884.

### Our Mission

Rooted in the healing ministry of Jesus, we meet the people of Northwestern Ontario where they are on their wellness journey and support them to achieve their highest quality of life.

### Our Vision

Wholistic people-centred care. Creating healthier communities. Together.

### Our Values

**Care** - We will provide wholistic people-centred care in a safe and welcoming environment for all.

**Compassion** - We will demonstrate dignity and respect for all, fostering healing and wholeness by addressing diverse needs.

**Commitment** - We will strive for the best care experience for all, while actively addressing systemic racism and discrimination.



**PRIORITY 1**

# Drive High-Quality People-Centred Care

We will:

- Execute an organization-wide quality program to improve care, guided by the voice of clients and staff
- Advance our journey to provide culturally safe care for Indigenous Peoples and the diverse populations we serve
- Implement a new electronic health record to enhance quality and transitions in care



**PRIORITY 2**

# Nurture Our People

We will:

- Embed our Mission, Vision and Values in our culture
- Foster an inclusive, supportive and healthy culture where people want to work, volunteer and grow
- Advance our work in Truth and Reconciliation and Equity, Diversity, and Inclusion
- Develop our academic and research capabilities to support excellence in client care



**PRIORITY 3**

# Lead and Enhance Regional Specialized Care

We will:

- Lead transformative system change in mental health and addictions services
- Amplify the impact of our Indigenous cultural safety approach on the system by sharing our learnings with peers
- Coordinate Regional Programs to bring equitable specialized services to the region, as close to home as possible<sup>1</sup>

<sup>1</sup> Updated October 2025 to clarify St. Joseph’s Care Group’s role.

# Strategic Enablers

Strategic enablers are the foundational elements that support and facilitate the execution of our Strategic Plan. They are:

## Strategic Partnerships

Cultivate and maintain relationships with internal and external stakeholders to drive broader system change.

## Digital and Data Infrastructure

Enhance healthcare services, operational efficiency, and client outcomes, leveraging data, technological innovations and artificial intelligence.

## Communications

Foster transparent and open channels of communication across the organization, with clients and families, and with the broader community.

## Financial Resources

Effectively manage finances, allocate resources, and develop financial infrastructure to ensure that our financial objectives align with strategic goals.





**Thank you to all clients, residents, tenants, staff, physicians and volunteers who are featured in photographs throughout this Strategic Plan.**

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