







# Strategic Plan

2022-2025

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SOLUTIONS THAT CHANGE LIVES  
DES SOLUTIONS QUI CHANGENT DES VIES



***“TBC has an open door for clients; delivering  
quick access to high quality services.”  
- focus group member***

# Introduction

Thunder Bay Counselling (TBC) is the leading provider of personal and workplace support services in the Thunder Bay area. They are an independently operated, not-for-profit organization offering counselling, psychotherapy, education and support services provided by professional staff to help people make positive changes in their lives.

Thunder Bay Counselling has been providing solutions that change lives for over 50 years. The organization is governed by a 12-person Board of Directors that oversee the organization of 37 staff, 11 independent contractors and 66 volunteers. They provide a number of programs and services categorized in the following areas:

- › Addiction & Mental Health
- › Financial Counselling
- › Child & Youth
- › Counselling & Psychotherapy
- › Education & Training
- › Employee Assistance

Thunder Bay Counselling receives financial support for its programs and services from various sources, including the Government of Ontario, United Way of Thunder Bay, Prosper Canada and various foundations and donors.



2020-21



**4,159**

clients supported



**25,000+**

hours of service provided



**1251**

Counselling & Psychotherapy Services



**1046**

Addictions & Mental Health



**1007**

Financial Counselling



**695**

Child Youth



**160**

Employee Assistance







# Changing Demographics

The demographics of Thunder Bay are changing. Over the next 20 years, the population will become older and more diverse, with significant minority populations. This will be a challenge for all health care providers in Thunder Bay.

## Aging Population

Per 2016 census data, the Thunder Bay District population is declining while the population is aging.

*By 2040, the population under age 65 will decrease by 13%, while the population over the age of 65 will grow by 35%.*

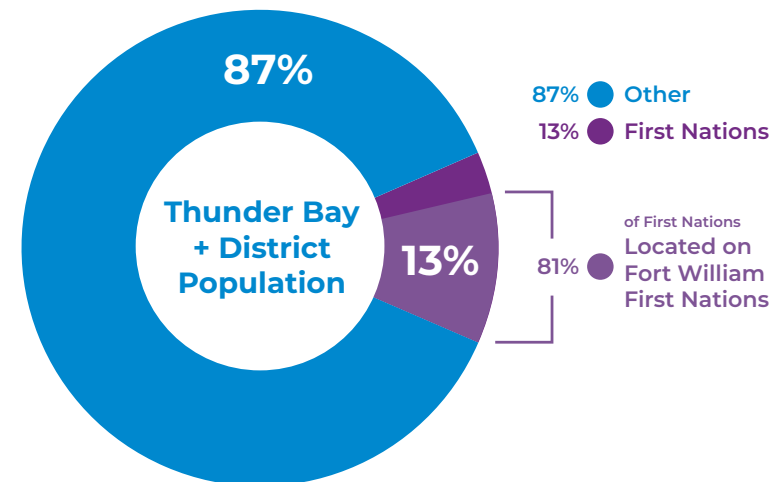
2016 census data

## First Nations Growth

In 2016, 13% of the Thunder Bay District population identified as First Nations individuals, with 81% on Fort William First Nation.

In the picture to the right, the purples colour(s) represent the number of First Nations residents as a percentage of the total population.

First nations communities have higher birth rates than non-first nations communities in the Northwest and will continue to grow as a percentage of the total population.



# Changing Demographics

## Socioeconomic Health Status

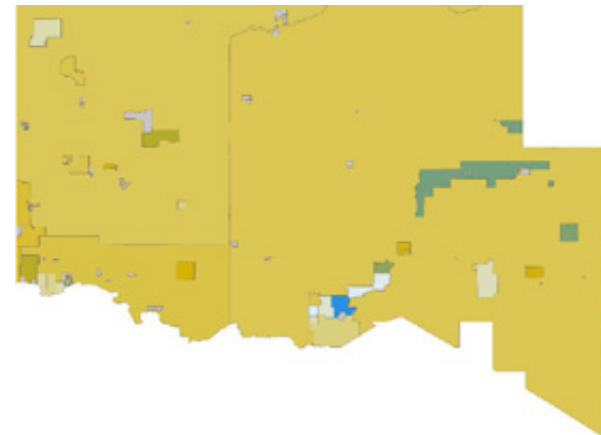
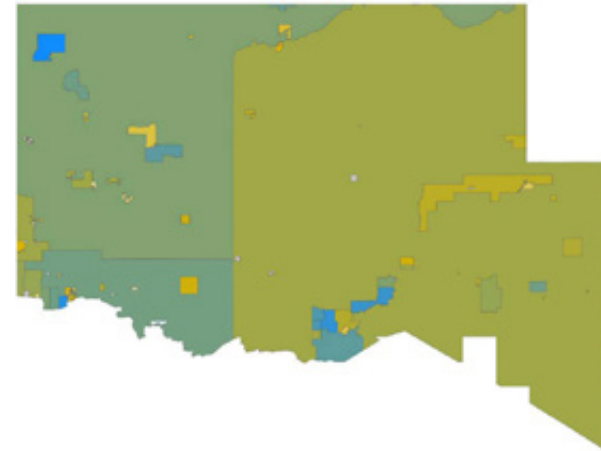
The figure to the right depicts relative median income in the Northwest, with more affluent areas depicted in a blue colour, shifting to less affluent areas in yellow.

The areas of Conmee, Neebing, Oliver Paipoonge and Shuniah are relatively affluent areas; between 27-41% higher than the Ontario median household income average of \$58,574.

The figure on the right shows the prevalence of residents under the low-income cut-off, with blue to yellow indicating high to low prevalence of low-income residents.

The Thunder Bay urban area and nearby Fort William First Nation are less affluent, at 0% and 28% less than the Ontario median household income average.

The highest prevalence of low-income individuals in the Thunder Bay District is in the Thunder Bay urban area. Data were not available for Fort William First Nation.





*"TBC may be a small organization, but they  
have a big presence in the community."  
- focus group member*



# The Strategic Planning Process

## Stakeholder Engagement

Between April and June 2021, Thunder Bay Counselling engaged with various stakeholders to inform the development of their 2022-2025 Strategic Plan.

Internal stakeholders were engaged via a series of facilitated engagement sessions and a follow-up digital survey to solicit input into the plan, including all staffing groups, multiple sessions with the leadership team and a session with the Board of Directors.

In addition to internal stakeholders, a number of key partner organizations were engaged to provide feedback to inform the strategic plan. Leadership representatives from five key partner organizations were interviewed individually to provide feedback, while seven other organizations participated in a facilitated focus group session to offer feedback. Community members also provided feedback to inform the strategic plan through a digital survey.

## Stakeholder Feedback

The facilitated engagement sessions with internal and external stakeholders included a “SWOT” analysis exercise to understand the relative Strengths, Weaknesses, Opportunities and Threats for TBC as well as facilitated discussions to gather input on the organizational mission, vision and values. The results of the engagement sessions are detailed in the TBC strategic plan engagement summary report, which has been provided to TBC leadership.

In June 2021, 165 community members from Thunder Bay and surrounding area completed a comprehensive digital survey that was advertised through a social media marketing campaign. The survey including topics such as:

- › Demographic information about survey respondents
- › The challenges the respondents are experiencing in their lives
- › What is important when it comes to receiving services
- › What barriers exist to accessing services
- › Respondents’ impressions of Thunder Bay Counselling
- › Respondents’ impressions of TBC’s Mission, Vision and Values

Detailed survey results are available via the TBC Strategic Plan Engagement Summary Report.



# The Strategic Planning Process

Thunder Bay Counselling engaged with diverse community stakeholders to help inform the development of the new Strategic Plan. The process included:



Digital  
Community  
Survey

► **165**  
participants

► Staff  
Engagement  
Sessions

Board/  
Leadership  
Sessions

Key  
Partner  
Interviews

## What We Heard

*"Your services helped me through a very low point of my life with drug abuse and my mental health."*

*"Mental health and financial wellness have deteriorated as a result of Covid-19."*

*"My family is very grateful for all of the support we received during our family crisis."*

*"The ability to walk-in and access service quickly is so important to me."*

*"TBC fills much needed service gaps for vulnerable people in the community."*

*"TBC steps up to deal with the issues that need to be addressed."*

# Strategic Goals & Priorities

Thunder Bay Counselling is a small organization with a big presence. The organization works tirelessly with the community and its many partners to ensure they are providing the highest quality of services to support positive change in the lives of their many, diverse clients in the City of Thunder Bay and surrounding area.

While TBC has accomplished a lot in over 50 years of serving the community, their work is far from complete. The Covid-19 global pandemic has had a major impact on TBC, the community and our clients. TBC have successfully adapted

to meet the increasing demand in services from their clients during this challenging time. They have increased the flexibility in their service offerings by supporting staff to work remotely and offering flexible services options to ensure access to care for clients.

The increased demand for TBC's services will only continue and it is of vital importance to meet the needs of their diverse clients with high quality services. In order to do that, TBC plans to strive to attract and retain skilled and experienced staff and support them so they can thrive.

*The TBC Board of Directors has developed the following strategic directions to guide the organization over the next three years:*





### Diversity, Equity, Inclusion, and Anti-racism (DEIA)

- › Reduce inequities to improve health outcomes
- › Apply an equity, anti-racism, and anti-oppression framework
- › Practice cultural humility to facilitate cultural safety
- › Apply a trauma lens to our work that addresses the significant impact of colonialism
- › Engage with diverse stakeholders to improve organizational practices

### Organizational Health

- › Optimize human resource capacity to effectively deliver high quality services
- › Prioritize opportunities for growth and development that support succession planning
- › Practice innovation and flexibility to create an inspiring workplace to be an employer of choice
- › Apply a DEIA framework to human resource practices

### Excellence Through Quality

- › Implement quality standards that improve systems of care and outcomes for people of all ages
- › Engage people with lived and living experience to ensure codesign
- › Leverage info and technology systems to capture quality indicators
- › Develop a risk management framework to effectively identify and mitigate risk
- › Continue to improve and evolve programs and service delivery models
- › Develop and implement a governance quality plan

### Shared Responsibility

- › Evaluate current and future partnerships to ensure the organization is engaging in high impact partnerships
- › Drive system leadership in health care transformation
- › Anticipate the needs of changing community demographics
- › Collaborate with local, regional, and provincial partners to address system priorities

*"We are excited to have updated our vision, mission and value statements to greater reflect our diversity as an organization and the unique clients we support in Thunder Bay and district. Updating these values is indicative of our embracing of change and adapting to the needs and social evolutions of our communities."*

- Nancy Chamberlain, CEO

## Our Vision

Inclusion, support,  
and well-being.

## Our Mission

To support people's quality of life through the provision of community-based services that contribute to mental health and well-being.

## Our Values



### People First

We believe all people have the right to accessible care that puts their needs first.



### Social Inclusion

We believe in dignity, respect, compassion, and self-worth for all people in all that we do.



### Flexibility

We believe in evolving in response to change.



### Quality

We believe in high quality in everything we do.



### Shared Responsibility

We believe we are stronger together in working to promote individual and community wellness.





# Strategic Plan

2022-2025



[tbaycounselling.com](http://tbaycounselling.com)

