



**STRATEGIC DIRECTIONS**  
**April 1, 2020 – March 31, 2025**  
**Revised September 23, 2023**

**PARTNERSHIPS**

Individuals  
Families  
Board Members  
Employees  
Community Partners  
Ontario Health North West (OHNW)

**BOARD OF DIRECTORS  
FOR  
BRAIN INJURY SERVICES OF NORTHERN ONTARIO**

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**CHARLES WILLIAMS** (Northern)

**ALICE M. BELLAVANCE**  
CHIEF EXECUTIVE OFFICER

## **MISSION**

To assist individuals, living with the effects of acquired brain injury in attaining their maximum potential as they continue living, loving and doing.

## **VISION**

Providing leading edge brain injury services in our communities.

## **PURPOSE (MANDATE)**

The purpose of Brain Injury Services of Northern Ontario is to provide the skills, experiences and information necessary to achieve maximum potential for individuals with an acquired brain injury and their families/caregivers/significant other(s), residing in Northern Ontario. Northern Ontario is defined as the following: the Districts of Rainy River, Kenora, Thunder Bay, Algoma, Sudbury-Manitoulin, Cochrane, Timiskaming and Nipissing in the Province of Ontario.

## **VALUES**

Confidentiality  
Excellence  
Integrity  
Recognition  
Self-Determination

Transparency  
Inherent worth  
Interdependence  
Responsible Communication  
Wellness Safety & Success

**STRATEGIC DIRECTION # 1**  
**GETTING BETTER AT WHAT WE DO!**

**GOAL: Improving quality of Service**

**We Will:**

- Develop and enhance clinical service delivery
- Promote a culture of caring and excellence
- Develop and implement an Equity, Diversity, Anti-racism and Anti-Oppression Framework
- Continue to enhance *Brainwise* and the *Family Support Group*
- Establish a People with Lived and Living Experience (PWLLE) Advisory Committee
- Enhance small groups through establishment of Alumni
- Engage in research
- Neurotrauma Care Pathways Project
  - Implement Ontario Neurotrauma Foundation (ONF) Clinical Practice Guidelines
    - Pediatric Concussion
    - Adult Concussion
    - For the rehab of adults with moderate to severe TBI (Community–Psychosocial)
- Complete Clinical Review of Programs
- Enhance practices brought on by COVID-19

**STRATEGIC DIRECTION # 2**  
**GROWING!**

**GOAL: Expanding and developing our services**

**We Will:**

- Enhance our presence across our catchment area: Rehabilitation Support Workers in Thunder Bay, Dryden, Fort Frances and Kenora
- Seek to increase assisted living options, including a rural option and in the region: lobby for ongoing Alternate Level of Care (ALC) funding
- Develop partnership with Dilico Anishinabek Family Care and North of Superior Counselling Programs for District of Thunder Bay through District and City of Thunder Bay Ontario Health Team (OHT)
- Work with Kenora Social Service Administration Board to develop support within housing in their jurisdiction through All Nation Health Partners, Rainy River and Healing Waters OHT's.

- Lobby government to include Fetal Alcohol Spectrum Disorder (FASD) into the ABI portfolio
- Explore services to:
  - Indigenous people
    - Needs' assessment for the northern communities
    - Develop user friendly neurological educational materials
  - Individuals with complex, multi-jurisdictional needs: role of Provincial Acquired Brain Injury Network
    - Continue to track number of individuals applying for service with co-occurring mental health issues
    - Continue to track number of individuals with a mental health issue applying for service with co-occurring addictions
    - Continue to track number of individuals applying for service who are affected by a developmental/intellectual disability
  - Children / adolescents
- Investigate the feasibility of establishing a Community Health Worker Model
- Pursue Jordan's Principal for Indigenous Children
- Increase presence in the North East region

**STRATEGIC DIRECTION # 3**  
**CO-OPERATING!**

**GOAL: Collaborating with other Services**

**We Will:**

- Explore collaborative governance opportunities with other Health Service Providers (HSP) and Ontario Health (OH), and Ontario Health Teams (OHTs), Home and Community Care Support Services North-West (H&CCSSNW)
  - Planning tables at each Ontario Health Team (OHT)
  - Monitor developments of Ontario Health Teams (OHTs)
- Re-offer training for the Thunder Bay Police Service and expand to include the Ontario Provincial Police, Anishinabek Police Service, and Nishnawbe Aski Police Service
- Improve the referral process of individuals requiring our services from St. Joseph's Hospital – ABI Unit no longer standalone
- Establish formal partnership with the Adult Mental Health Unit at Thunder Bay Regional Health Sciences Centre

**STRATEGIC DIRECTION # 4**  
**CARING!**

**GOAL: Recognizing the needs of our employees**

**We Will:**

- Care about our people, so they can care about those we serve
- Encourage professional development and life-long learning
- Advocate for improved wages and benefits
- Whenever possible promote from within and track
- Provide recognition for employees
- Offer employees electronics program every 2 years (2024)
- Provide health care benefits for fulltime employees
- Encourage Wellness Activities
- *Monitor/*implement various Pandemic Pay initiatives
- Ensure safe work practices related to COVID-19 – relevant IPAC (Infection Prevention and Control) Strategies
- Track Health Humans Resources Recruitment and Retention and develop BISNO specific strategy.

**STRATEGIC DIRECTION #5**  
**Leading**

**GOAL: Leading in best and promising practices**

**We Will:**

- Seek and implement evidence informed practices
- Recruit and maintain board representation from across the respective Sub-Regions and North East
- Board to engage in education sessions regarding health transformation
- Encourage creativity in service provision
- Work with broader system partners to respond to potential demand for service from COVID long haulers and survivors of opioid overdose
- Co-operate with research projects
- Govern with a view to the future
- Lead in providing services that are culturally and demographically sensitive, competent and safe
- Investigate Indigenous competency training
- Engage in formal Board Development and Training