



Thunder Bay Regional Health Sciences Centre

2015 -2016 Annual Report Summary



Thunder Bay Regional
Health Sciences
Centre



Thunder Bay Regional Health Sciences Centre

VISION

Healthy Together

MISSION

We will deliver a quality patient experience in an academic health care environment that is responsive to the needs of the population of Northwestern Ontario.

PHILOSOPHY

Patient and Family Centred Care is the philosophy that guides us. Patients and Families are at the centre of everything we do.

VALUES

Patients ARE First

- Patients First
- Accountability
- Respect
- Excellence

Patients and families are at the centre of everything we do. At our world-class acute health care facility, we provide care to the people of Northwestern Ontario - a region the size of France.

Ours is the teaching hospital of choice for over 1,500 learners from the Northern Ontario School of Medicine, Lakehead University, Confederation College, and other partnering academic institutions. We are an academic health sciences centre, committed to teaching the next generation of health care providers and advancing medical research. Patients benefit from interprofessional teams of health care providers and access to leading-edge medical equipment and clinical trials.

Providing effective health care for patients and families has earned us both Innovation Awards and Leading Practice Designations. We

are a national leader in Patient and Family Centred Care.

The Health Sciences Centre belongs to the community it serves; the 250,000 residents of Northwestern Ontario. Our Strategic Plan 2020 was built by and for them.

We are pleased to provide this report on the 2015-2016 fiscal year progress of the Strategic Plan 2020.



To read our full Annual Report 2015/2016, please view it online at:

www.tbrhsc.net/2015-2016AnnualReport

Your Donations Make a Difference

Overall in 2015, 26 grants totaling \$2,886,956 were distributed throughout the Thunder Bay Regional Health Sciences Centre and to several hospitals across Northwestern Ontario. Some of the significant equipment purchased, thanks to donors, was a new ultrasound unit and breast MRI coil in Diagnostic Imaging, ventilators for our Intensive Care Unit and significant support for research taking place at the Thunder Bay Regional Research Institute.

Donors continue to make a tremendous impact at the Health Sciences Centre. From gifts made to celebrate special occasions, to

memorial gifts, to gifts made through a Will, donors have shared their enthusiasm for health care that is second-to-none, here at home.

Thunder Bay Regional Health Sciences Centre belongs to the community it serves and has always relied on the generosity of the community to ensure the care provided here is world-class. Just as the Health Sciences Centre belongs to the community, so does the Thunder Bay Regional Health Sciences Foundation. It exists to serve donors to ensure their passions and dreams come to life through gifts made in support of the Health Sciences Centre.

A full listing of grants made possible thanks to donors in our community is available at: healthsciencesfoundation.ca/impact



Report from the Chair, Board of Directors



This past year, we said farewell to one President & CEO and welcomed a new one. We launched the Strategic Plan 2020, made progress towards developing a cardiovascular surgery program, and much more. While we embark on new and exciting times, I'm proud to say that one thing remains

the same - our commitment to Patient and Family Centred Care (PFCC).

Our PFCC philosophy is the cornerstone of everything that we do, and it will continue to guide us as we accomplish the Directions set out in the Strategic Plan 2020. This plan was developed by our community members, for our community members. Over 1,300 people provided input into the plan and, as a result, their priorities are reflected in our five Strategic Directions: Patient Experience, Comprehensive Clinical Care, Seniors' Health, Indigenous Health and Acute Mental Health.

The Strategic Plan 2020 is a roadmap for our vision, to be Healthy Together. It provides the key milestones and criteria to our mission of delivering a quality patient experience in an academic health care environment that is responsive to the needs of the people of Northwestern Ontario. By keeping patients and their families at the centre of everything we do, we will surely achieve our goals.

Dr. Bill McCready, Interim President & CEO, was instrumental in the launch of the Strategic Plan 2020, and I speak on behalf of the Board of Directors as well as staff, physicians and volunteers in thanking him for his dedication and leadership. I'm also thrilled to welcome Jean Bartkowiak, who joined our team as the new President & CEO in January. He has an extensive background in hospital and health system leadership and I know he will help us achieve great successes moving forward.

As always, I am astounded at the dedication of our staff, physicians and volunteers in delivering on our mission and making our Strategic Directions a priority. They do this under challenging conditions - operating over capacity, caring for a population with the poorest health status in the province, in a remote geography - yet are unwavering in their commitment to delivering excellent specialized health care. I am humbled to serve as the Chair of an organization relying on such dedicated health professionals.

In closing, I emphasize that Thunder Bay Regional Health Sciences Centre is your Hospital and we are here to serve you in achieving our vision of *Healthy Together*.

Thank you.

Nadine Doucette

Chair, Board of Directors

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Report from the President & CEO



Although I wasn't here for the whole year, I can say with confidence that it has been a significant one for Thunder Bay Regional Health Sciences Centre.

Since my arrival, I have witnessed this organization's strong commitment to Patient and Family Centred Care. I am so proud to be part of a team that ensures the patients and their

families are the focus of everything we do.

I also commend my predecessor, Dr. Bill McCready, under whose leadership the Strategic Plan 2020 was developed. The plan focuses on the directions that will be the most important and impactful for the community we serve. I am excited about the future of health care delivery in our region and look forward to accomplishing what the plan sets out to do.

There have already been successes. This past year saw formal provincial government support of our proposal to expand our cardiovascular services to provide a full range of cardiovascular surgeries at our Health Sciences Centre, in partnership with the University Health Network (UHN). This new partnership will bring world-class cardiovascular care to Northwestern Ontario and have a dramatic effect on access to care ensuring improved care and quality of life for thousands of patients suffering from cardiovascular diseases in our region in the coming years. I encourage you to read about other areas of Strategic Plan 2020 progress.

While we implement our Strategic Plan 2020 to address the highest needs of patients and their families in Northwestern Ontario, we do so in an increasingly challenging health care system. The growing population of vulnerable patients with higher rates of chronic illnesses only further exacerbates what are already demanding fiscal pressures. We are still a young and growing academic health sciences centre, so it is important for us to work together with our system partners to ensure we accomplish our mission and priorities effectively and efficiently.

One of my main priorities is to address the Hospital's chronic overcapacity challenges. The key will be working with our health system partners and especially the primary care providers in Thunder Bay and surrounding areas to ensure we all fulfill our respective missions. This can be achieved. It has been done elsewhere and we will do it here.

Despite the ongoing challenges, it is an exciting environment with opportunities to innovate in health care delivery, teaching and research and to strengthen patient safety, quality, accountability and effectiveness for patients and their families.

Our successes to date are all thanks to the incredible efforts of all staff, physicians, volunteers, researchers and donors. This is an excellent organization. Together, we will make it even better.

Thank you.

Jean Bartkowiak

President & CEO

Message from the Co-Chair, Patient and Family Advisory Council



What an exciting year it has been! As I reflect over the past year's changes and successes, I realize that our Patient and Family Advisory Council at Thunder Bay Regional Health Science Centre has never been busier.

There is not a single area of our Hospital that doesn't have patients and families at the table contributing at all levels of decision making, both clinically and administratively. Having forged this partnership with patients and staff has had a tremendously positive effect on the overall patient experience. We know there is no other hospital that has its community more engaged than ours, and that is something to be proud of.

We are still the only hospital in Canada to hold Accreditation Canada's "Leading Practice" in Patient and Family Centred Care. We are also proud that this year we received two prestigious awards from the Canadian Patient Safety Institute (CPSI), one as an organization, and one for the work our Patient Family Advisors do. The CPSI is a national organization that monitors patient safety and patient experience across Canada.

As we enter this new fiscal year, I am excited to be doing so with a new President and CEO and a Strategic Plan that is all about meeting the specific specialized health care needs of the residents of our region. I have full confidence that by continuing to involve patients, their families and the community in all of our decisions, we will continue to achieve great successes.

Our past and future successes are because of great leadership, hard working staff, and an amazing group of volunteers. I am so very proud to be part of this award winning team that puts the PATIENTS and their families at the center of everything we do. I couldn't be more thankful for that.

Thank you.

Keith Taylor
Co-Chair, Patient and Family Advisory Council

Message from the Medical Advisory Committee



The Medical Advisory Committee has had a busy year working to ensure that Thunder Bay Regional Health Sciences Centre remains a leader in Patient and Family Centred Care. Everything we do is rooted in providing quality medical care, health education programs, health research, and patient safety.

This commitment is applied to all aspects of our role as a Medical Advisory Committee. This includes attracting, appointing and credentialing, as well as reappointing, all members of the Professional Staff, and ensuring that the Professional Staff responsibilities and accountabilities as defined in the By-Law, Hospital policies and Legislation are met. We are also responsible for assuring that quality medical care is delivered, that professional medical practice is monitored and advanced, and that Professional Staff function as partners in the care of patients.

I am proud of our commitment to support and provide learning opportunities for current and future health care providers. We've been able to accomplish this through mutually beneficial partnerships with the Northern Ontario School of Medicine, Lakehead University, Confederation College, and the Thunder Bay Regional Research Institute, as well as affiliations with approximately 50 other academic institutions around the world. As a relatively young academic health sciences centre, these partnerships are crucial. They help us to assess and align course curriculum and clinical experience with our academic partners, and provide us with the best and brightest new recruits.

One factor that can impact our ability to deliver health care effectively and efficiently is length of stay - the amount of time a patient is admitted to our hospital. You've all probably heard of gridlock, and understand how it can negatively impact the patient experience. Reducing length of stays can maximize efficiencies and reduce hospital bed pressures, thereby reducing gridlock and improving the patient experience. This is an area where our Professional Staff was actively and successfully involved. We saw a slight reduction in our patients' length of stay and thankfully without any negative outcomes. We are poised to do even better in the coming years.

This is just the beginning of our journey to improve our provincial ranking of the expected length of stay performance, and we'll continue working to reduce our average length of stay each year to meet the provincial expected length of stay target in 2020. We're currently working to identify barriers to timely discharge which will help direct our efforts towards unnecessary prolonged hospital stays. This has been, and will continue to be one of our main priorities.

Health care is a fast paced environment that is always evolving. It's important that we continue to grow as an academic health sciences centre and foster an environment of innovation and learning to advance a quality patient experience. By doing so, we will surely achieve our vision of being Healthy Together.

Thank you.

Dr. Andrew Turner
Acting Chief of Staff, Acting Chair, Medical Advisory Committee

Patient Experience

Enhance the quality of the patient experience.



We are leaders in Patient and Family Centred Care (PFCC), and it is the philosophy that guides us. We recognize that creating a quality patient experience builds upon this philosophy.

We are focused on enhancing the Patient Experience as one of our strategic priorities. Our goals are to:

- Develop a framework to deliver high quality care;
- Enhance understanding and continue to grow and embed our PFCC philosophy;
- Advance the academic environment;
- Invest in staff development, engagement and wellness;
- Use information technology to advance the patient experience.

We will know we are successful by 2020 when we demonstrate:

- No harmful events;
- Patients are highly satisfied & engaged in care;
- A research culture;
- Learners are satisfied;
- Staff and physicians are engaged in care;
- Advanced information technology supports patients and care providers.

These stories provide an insight into two of the many Patient Experience initiatives in 2015/16:

Leading the Way to a Better Patient Experience

Great organizations stem from great leaders: We are investing in leadership to solidify our role as leaders in health care delivery

[MORE ONLINE](#)

Champions in Patient and Family Centred Care

Putting patients first: How "Physician Champions" value, support and promote PFCC

[MORE ONLINE](#)

We will monitor our progress by measuring these indicators

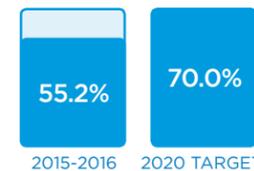
Hand hygiene compliance before contact



INDICATOR
30-day in-hospital deaths following major surgery, per 100 cases



INDICATOR
Physician satisfaction - organizational engagement



INDICATOR
Number of critical events



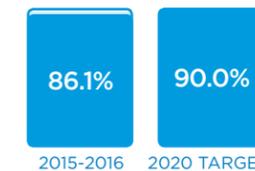
INDICATOR
Paid sick hours as a percentage of worked hours



INDICATOR
Patient satisfaction: Overall rating of care - Inpatients



INDICATOR
Learner satisfaction



INDICATOR
Staff satisfaction - organizational engagement



INDICATOR
Total Researchers



Comprehensive Clinical Care

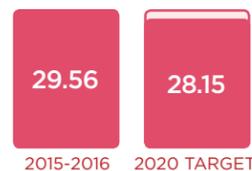
Enhance the care provided to an aging population.



We aim to enhance the Comprehensive Clinical Care that transcends the organization and touches all patients. Our activities are focused on addressing gaps in care, so the people of Northwestern Ontario can receive quality care, closer to home.

We will monitor our progress by measuring this indicator

Emergency Department length of stay (90th percentile in hours)



Within Comprehensive Clinical Care, we have identified the following Goals:

- Adopt the Ontario Chronic Disease Prevention and Management framework;
- Deliver comprehensive cardiovascular care in accordance with the Ministry of Health;
- Enhance access to clinical services supported by patient flow efficiencies;
- Develop formal partnerships to deliver comprehensive clinical services that support care in the appropriate location;
- Deliver a comprehensive acute pain management service.

We will know we are successful by 2020 when we demonstrate:

- Patients with chronic illness possess self-management skills;
- Access to Comprehensive cardiovascular care service in NWO;
- Patient access, length of stay, admission and discharge process improved;
- Partnerships support care closer to home;
- Access to comprehensive acute & chronic pain management.

Learn more about our progress in this area:

New Vascular Services Already Producing Dramatic Results

People in Northwestern Ontario lose their limbs to amputation at a rate of 2.7 times greater than the provincial average: The arrival of cardiovascular services helps patients keep their limbs and their lives in tact

[MORE ONLINE](#)

Easing the Pain: New Comprehensive Pain Management Program

Of all the symptoms patients experience while in hospital, pain may be the most distressing: New pain program deal with both acute and chronic pain for better patient outcomes

[MORE ONLINE](#)

Indigenous Health

Enhance culturally appropriate care.



Indigenous people, particularly those from remote communities, face unique challenges to access to health care. In addition to geographical, language and cultural barriers, there are socioeconomic realities that simply do not exist outside of this population. Indigenous people account for at least 19% of our population. Unfortunately, they are the least healthy people in our region.

We aim to improve experiences and outcomes for Indigenous patients and families by providing care that is culturally relevant and sensitive, in welcoming environment.

To monitor our progress we will measure the "Acute hospital admissions for patients from Indigenous Communities." The data associated with this measure is new for us and will report results in 2016/2017.

Our Indigenous Health Goals are:

Provide care that improves self-management, access, experience, and transition to home for Indigenous patients;

- Provide health care that respects traditional knowledge and practices, and builds TBRHSC as a leader in the provision of health care for Indigenous patients.

We will know we are successful by 2020 when we demonstrate:

- Indigenous patients from remote communities equally access, self-manage and transition to home ;
- Indigenous people feel welcomed.

Please read about recent activities in this area.

Helping Patients Heal with Smudging: Increased Access to Indigenous Spiritual Care

Recognizing that smudging is a major part of the healing process for many Indigenous patients, families and visitors, we now offer smudging on a regular basis

[MORE ONLINE](#)

Shaping Indigenous Health Through Engagement

The Indigenous Advisory Committee helps to improve experiences and outcomes for Indigenous patients

[MORE ONLINE](#)

Seniors' Health

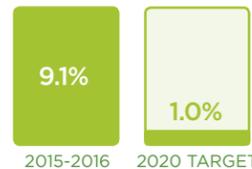
Enhance the care provided to an aging population.



The population of seniors is growing. Baby boomers' health care needs will continue to increase. We recognize that the care needs of seniors are different, and will tailor services to accommodate them.

We will monitor our progress by measuring this indicator

Pressure ulcer incidence



To advance care for the aging population, we will focus on these Goals within Seniors' Health:

- Deliver an optimal experience for seniors;
- Adopt the Ontario Senior Friendly Hospital Framework.

We will know we are successful by 2020 when we demonstrate:

- Seniors' hospital experience is optimal;
- Seniors' and their families are highly satisfied and engaged in care.

We have made progress in this area already. These stories are examples of initiatives that are underway.

HELping Improve Care for Elderly Patients

Primarily a delirium prevention program, the Hospital Elder Life Program (HELP) maintains cognitive and physical functioning, maximizes independence at discharge, reduces hospital stays, and reduces readmission rates for senior patients

[MORE ONLINE](#)

Delirium Screening: A Step Toward Optimizing Senior Care

A pilot project for delirium screening is helping address the special needs of senior patients

[MORE ONLINE](#)

Acute Mental Health

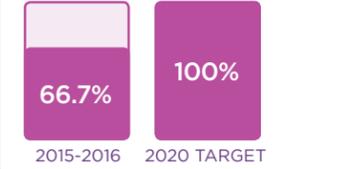
Enhance acute mental health service.



While Acute Mental Health inpatient days are decreasing at other hospitals, it has increased by 5.4% here. We want to be sensitive to patient needs, ensuring that mental health is viewed as part of overall health. We believe that everyone should be respected equally, regardless of age, illness or culture and will strive to provide a more holistic approach to treat the full human being - mind, body, and soul.

We will monitor our progress by measuring this indicator

Psychiatrist full-time equivalent staffing as percentage of required full-time equivalent complement



Within Acute Mental Health, we will:

- Adopt attitudes and behaviours that recognize mental health as an integral part of the delivery of comprehensive acute care services;
- Enhance the delivery of mental health care to patients outside of mental health services;
- Collaborate with system partners and appropriate governing agencies to develop and enhance transition in care;
- Enhance the delivery of acute mental health care within mental health services.

We will know we are successful by 2020 when we demonstrate:

- The hospital supports a stigma-free environment;
- Access to Psychiatry service.

These stories provide examples of our commitment in action.

Connecting Patients to Urgent Mental Health Care

The Brief Intervention Treatment Team provides intervention for people who come to the Emergency Department in a mental health crisis

[MORE ONLINE](#)

Providing Increased Access to Mental Health Services

When patients with mental health challenges are admitted to a non-mental health unit, a new Mental Health Consultation Liaison Services provides assessment and treatment recommendations

[MORE ONLINE](#)



Thunder Bay Regional
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Centre**

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Thunder Bay Regional Health Sciences Centre is a leader in Patient and Family Centred Care and a research and teaching hospital proudly affiliated with **Lakehead University, the Northern Ontario School of Medicine and Confederation College.**
Le Centre régional des sciences de la santé de Thunder Bay, un hôpital d'enseignement et de recherche, est reconnu comme un leader dans la prestation de soins et de services aux patients et aux familles et est fier de son affiliation à **l'université Lakehead, à l'École de médecine du Nord de l'Ontario et au collège Confédération.**

healthy
together

En santé
ensemble