



Thunder Bay Regional Health Sciences Centre

2016 -2017 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 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.

Our Hospital 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 2016-2017 fiscal year progress of the Strategic Plan 2020.

To read our full Annual Report 2016/2017, please view it online at:

www.tbrhsc.net/2016-2017AnnualReport

Report from the Chair, Board of Directors



We have now completed two years of our five-year Strategic Plan 2020 and I'm so pleased with the progress we've made. Our Patient and Family Centred Care (PFCC) philosophy guides us in all of initiatives. It fosters transformation of our organization for the better to enhance patients' outcomes, their families' integration in our care teams and our staff and physician engagement at their bedside.

We are grateful for our 5 Partners' ongoing input on strategies that help us further improve patient care. Our latest 5 Partner engagement session on June 7th focused on our five Strategic Directions: Patient Experience, Comprehensive Clinical Care, Seniors' Health, Indigenous Health and Acute Mental Health. We are also grateful for our partners' collaboration to improve patient flow, particularly in our Emergency Department.

Our much valued research arm, the Thunder Bay Regional Health Research Institute is also helping us reach our goals. Our scientists cooperate closely with clinicians, medical professionals, as well as academic and industry partners to improve health care through excellence in patient-centred research. Their research allows us to better understand our priorities, which not only leads to better outcomes for our patients and their families, but to efficiencies that ultimately improve our bottom line.

One of the shared priorities of our hospital and Health Research Institute is improving Indigenous Health disparities. Geographical isolation and socio-economic disadvantages contribute to the health disparities faced by the 69 Indigenous communities we serve. Our scientists and clinicians are connecting with Indigenous communities and their leaders to determine how we can better address their health needs and expectations.

I am impressed by our exceptional staff, physicians, scientists and volunteers. Their commitment to consistently providing quality health care in persistent clinical challenges is inspiring. Day after day they work together to deliver on our Mission and advance our Strategic Directions as their priority. It is humbling to serve alongside such skilled, dedicated and engaged health professionals and workers.

I take this opportunity to recognize Board Directors who are completing their terms with us today. I am so grateful to have had the opportunity to get to know and be inspired by Doug Shanks, Gerry Munt and Georjann Morriveau. Thank you for all you have done for patients and their families through your leadership as Board Directors. In recognition of your role, we have donated \$500 in honour of each of you to the Northern Ontario School of Medicine bursary fund. Again, thank you for your contributions. You will be missed.

I invite you to read through our 2016-17 Annual Report where you will learn more about some of our significant accomplishments of the last fiscal year.

Thunder Bay Regional Health Sciences Centre serves you, the residents of Northwestern Ontario. Our dedicated Board of Directors are committed to serving you as we advance our vision, Healthy Together.

Thank you.

Nadine Doucette

Chair, Board of Directors

Report from the President & CEO



I am pleased to say that we have seen incredible successes again this year. Guided by our Strategic Plan 2020 and its five Strategic Directions (Patient Experience, Comprehensive Clinical Care, Seniors' Health, Indigenous Health, and Acute Mental Health), we improved patient care throughout the hospital. Our 5

Partners in Health - members of the community, policy makers, health managers, representatives of academic institutions, and health professionals - helped us keep on track and re-evaluate our goals.

One of the most exciting milestones this year was our first endovascular aneurysm repair (EVAR). Providing advanced and life-saving cardiovascular surgical procedures such as EVAR will significantly reduce travel, stress, and the risk of complications for our critically ill patients.

In Senior's Health, new practices will reduce the incidence of pressure ulcers, and a nurse-driven training program called Nurses Improving Care for Health System Elders is tailoring our services to accommodate the specific needs of our senior patients.

We are implementing a new mental health screening tool that will screen inpatients who may be struggling with mental health issues. This will allow us to keep these patients safer while being treated in a medical unit by identifying potential hazards.

In Indigenous Health, we launched new resources to support patients returning to their remote communities to improve self-management, access to care, and the patient care experience as they transition home. We continue to strive to make the hospital environment more welcoming by encouraging staff and volunteers to take Ojibwe language lessons, offered free of charge.

One initiative that is not as visible is our new "Me to We to All" leadership concept. Designed to improve employee satisfaction - and in turn patient care - this approach will create a more collaborative environment with leaders who focus on teamwork.

Under the leadership of Dr. David Puskas and Director Caroline Fanti, the Regional Orthopaedic Program gained tremendous momentum in the past year. The integrated regional program will provide close-to-home orthopaedic care, with regional sites in Fort Frances, Kenora and Dryden offering surgery, consultation and support.

You'll read about these initiatives and more in this Annual Report.

In addition to advancing the priorities identified in our Strategic Plan 2020, we also experienced several significant operational successes. One is our continued

improvement in patient flow. Collaboration with systems partners, combined with the extraordinary efforts of staff and physicians, translated in 2016-17 fiscal year to 61% days in surge capacity. This is down significantly from 72% the previous year, and 92% in 2014-15. Our average length of stay has also improved to 5.31 days, compared to 5.66 last fiscal year and 5.85 the year prior.

Our anticipated \$6.9 million deficit for 2016/17 was reduced to less than \$0.5 million as a result of performance improvements and one-time funding from the North West LHIN.

We welcomed two new members to our Senior Leadership Team. Amanda Björn, Vice President, Human Resources, brings experience in organizational development, planning, implementation, monitoring and evaluation of corporate educational and people development services as they relate to the organization's Vision and Strategic Plan. Dr. Abraham (Rami) Rudnick, Vice President, Research (for the Hospital) and Chief Scientist (for the Health Research Institute) offers a wealth of experience from many years in leading interprofessional health research as well as developing and supporting research.

I would also like to highlight that research at our Hospital and our research arm, the Thunder Bay Regional Health Research Institute, is growing steadily. The number of people participating in clinical trials is increasing, and clinical research in several health disciplines is expanding. In particular, Indigenous Health research is prioritized as a central focus of our new Strategic Plan. As well, our basic science is making headways, with clinically applicable innovations in HP gas MRI, high-intensity focused ultrasound (HIFU), and cell biology, among others. Finally, our cyclotron facility has started producing radioisotopes that are used now to calibrate our positron emission tomography (PET) equipment. We have submitted application to Health Canada for licencing to produce isotopes to be used with our patients in the coming months.

None of these successes would be possible without our staff and physicians. Their commitment to continually improve and enhance the care we provide is vital to meeting our goals. I commend them all for their compassion and their dedication to Patient and Family Centred Care (PFCC). You make this an organization that we can all be proud of.

Thank you.

Jean Bartkowiak

President & CEO

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



Once again, the last twelve months have sped by. It's hard to believe that it's been eight years since we fully embraced Patient and Family Centred Care (PFCC) and have been integrating the voice of the patient and their families into everything we do.

I am proud of our leaders, staff and volunteers for remaining so committed to our PFCC philosophy. I'm also proud to report that our group of nearly 100 Patient Family Advisors (PFAs) has stayed busier than ever working on hundreds of committees that address issues and policies such as visiting hours, parking, and menu choices. We've also been working on clinical policies and practices across the entire spectrum of services offered at our Hospital.

We have built a reputation as leaders in Patient and Family Centred Care. Before we do anything, we ensure that PFAs are consulted and the patient's voice is heard. This way of thinking is embedded in our corporate culture and we wouldn't have it any other way.

More and more hospitals across Ontario, and the country, are beginning to adopt the PFCC philosophy. In fact, it is so successful and impactful that the Ministry of Health and Long-Term Care now requires that all hospitals integrate the patients' voice in all aspects of care. I take pride in the knowledge that we were doing this long before it was required.

I speak for my fellow PFAs when I say we are honoured to be part of the team at Thunder Bay Regional Health Sciences Centre. The staff, leadership and volunteers are phenomenal. As a team, we share our common goal to be Healthy Together, and together, we are making it happen.

Thank you.

Keith Taylor
Patient Family Advisor
Co-Chair, Patient Family Advisor Council

Message from the Medical Advisory Committee



Throughout the year, the Medical Advisory Committee guides quality medical care, health education programs, health research and patient safety. This ensures that Thunder Bay Regional Health Sciences Centre remains a leader in Patient and Family Centred Care (PFCC).

This past year, our focus has been to develop a Quality Health Care Framework to address the Hospital's

2020 Strategic Direction, *to enhance the quality of the patient experience*. We recognize that the contributions of staff, learners, physicians, patients, and patient family advisors are essential in achieving quality health care. The Framework extends on the core concepts of our PFCC philosophy beyond patients to include all people. It guides and focuses our efforts to deliver high quality health care and achieve measurable improvements. Through a shared understanding of our common goals, every member of our Hospital team contributes to health care that is safe, effective, patient and family centred, efficient, timely, and equitable.

Our organization has committed to developing physician leadership to enhance and help lead system transformation. The sustainability of our health care system relies heavily on physician engagement, as well as physician leadership. This will ensure that the proper focus is on continuous quality improvement and quality and safety within our organization. All physicians at our Hospital are responsible for and committed to quality care. We have enhanced efforts to engage physicians as partners in our Strategic Plan 2020, and their dedicated efforts have contributed to improvements in Average Lengths of Stay.

Physician engagement will be further required as we embark on trying to develop a standardized communication strategy for Professional Staff. We anticipate that by learning how to effectively communicate information that is vital to Professional Staff practice will enhance their involvement in standardized quality and safety initiatives. We are also committed to ongoing engagement to support physician satisfaction, which in turn enhances patient experiences.

Finally, the Medical Advisory Committee and Dr. Stewart Kennedy, Executive Vice President, Medical and Academic Affairs are developing an integrated leadership development model with Northern Ontario School of Medicine, Thunder Bay Regional Health Sciences Centre and Health Sciences North. The ultimate goal is to build the culture of academic and research integrated in departmental and clinical obligations centered on quality and safety.

In the fast-paced and ever-changing health care environment, it's important that we continue to evolve along with it. I'm proud to be part of an academic health sciences centre that fosters an environment of innovation and learning, and always strives to improve the quality of the patient experience.

Thank you

Dr. Gordon Porter
Chief of Staff
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 2016/17:

Improving Through Engagement

An engaged staff helps foster a greater clinical, academic, and scientific environment for our patients and their families at the Health Sciences Centre. Leader rounding provides managers the opportunity to open a constructive dialogue with their teams.

[MORE ONLINE](#)

Leaders Provide a Personal Level of Care to Improve the Patient Experience

Patients and families should always expect the best care possible. To ensure those expectations are met, our patient care leaders are engaging in a practice known as "leader rounding on patients".

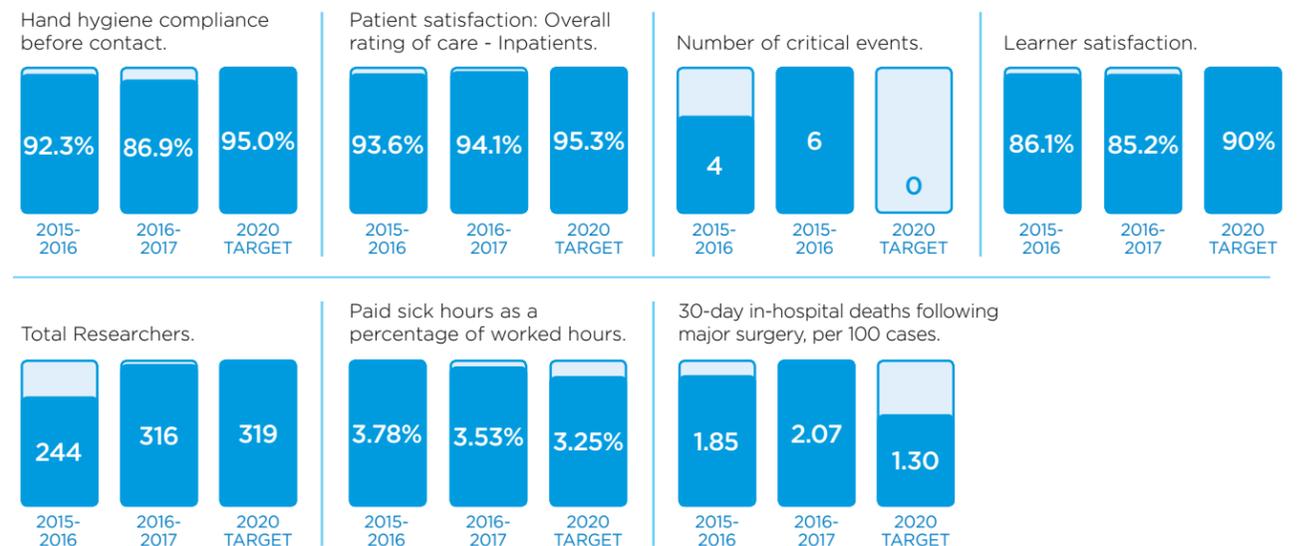
[MORE ONLINE](#)

New Leadership Philosophy to Improve Staff Engagement

A new leadership approach called "Me to We to All" is designed to build upon each leader's individual strengths, create more collaborative and supportive teams, and ultimately improve patient care

[MORE ONLINE](#)

We will monitor our progress by measuring these indicators.



Comprehensive Clinical Care

Enhance the delivery of our clinical services.



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:

Vascular Surgery and EVAR Advance Cardiovascular Care

The implementation of vascular surgery and on-site endovascular aneurysm repair (EVAR) now available in at our Hospital is a major milestone in the establishment of a full cardiovascular surgery program for Northwestern Ontario. [MORE ONLINE](#)

Regional Orthopaedic Program Enhances Patient Outcomes

A new program helps maximize health outcomes for patients with musculoskeletal disease and disability across the region, shifting musculoskeletal care into a truly integrated system of quality care, closer to home. [MORE ONLINE](#)

Adopting Ontario's Chronic Disease Prevention and Management Framework

The Health Sciences Centre is committed to improving the way we prevent and manage chronic diseases in order to improve quality of life for our patients. To help guide us, we've adopted elements of Ontario's Chronic Disease Prevention and Management Framework. [MORE ONLINE](#)

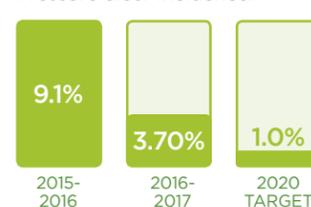
Seniors' Health

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.



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.

Nurses Lead the Way to a More Senior Friendly Environment

Some of our nurses have completed NICHE, a special nurse-driven training program to help improve the care we provided to senior patients. [MORE ONLINE](#)

Clinical Pathways Support Frail Seniors' Care in the Emergency Department

A new program that begins in the Emergency Department (ED) will help speed up the assessment of frail seniors and ensure that they receive the care and services they need. [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 20% 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 a welcoming environment.

We will monitor our progress by measuring this indicator.

Acute hospital admissions per 1,000 population for patients from Indigenous communities.



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.

Discharge Planning Eases Transition Home for Indigenous Patients

The development of a discharge planning group is part of the Hospital's commitment to provide care that improves self-management, access, experience and transition to home for Indigenous patients. [MORE ONLINE](#)

Ojibwe Lessons to Foster a More Welcoming Environment

Our Hospital offers Ojibwe lessons to staff and volunteers. It's part of a commitment to enhance a welcoming environment for Indigenous patients and families. [MORE ONLINE](#)

Acute Mental Health

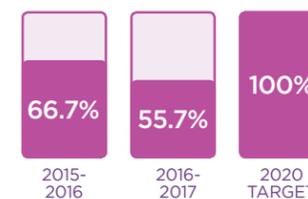
Enhance acute mental health service.



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.

Providing Safer Care to Inpatients Struggling with Mental Health

The Adult Mental Health department has identified steps that can be taken to improve care and make the Hospital environment safer for mental health patients outside of the Acute Mental Health unit. [MORE ONLINE](#)

New Test Helps Identify Patients Struggling with Mental Health

A new screening tool at the Thunder Bay Regional Health Sciences Centre is designed to identify inpatients who may be struggling with mental health issues by asking four simple questions at admission. [MORE ONLINE](#)



The Impact of Your Donations at the Thunder Bay Regional Health Sciences Centre

Overall in 2016, your donations were responsible for providing \$3,213,364 in funding which was distributed throughout the Thunder Bay Regional Health Sciences Centre, with an additional \$91,824 provided to several hospitals across Northwestern Ontario for programs operated by the Health Sciences Centre. These funds guaranteed the purchase of critical equipment to ensure we have quality care here at home. Examples of funded equipment

include: Ventilators, an Ultrasound Machine, a Large Bore C/T Scanner, a Transfusion Medicine Analyzer, Vital Signs Monitors and much more. Your donations continue to have a tremendous impact at the Health Sciences Centre. From gifts made to celebrate special occasions, to memorial gifts, to gifts made through a Will, you have shared your enthusiasm for health care that is second-to-none, here at home. The Thunder Bay Regional Health Sciences Foundation exists to serve

you, our donors, to ensure your passions and dreams come to life through your gifts made in support of the Health Sciences Centre.

A full listing of grants made possible thanks to donors like you is available at:
healthsciencesfoundation.ca/impact



To read our full Annual Report 2016/2017, please view it online at:
www.tbrhsc.net/2016-2017AnnualReport



**Thunder Bay Regional
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Centre**

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healthy
together

En santé
ensemble

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.**