



# Thunder Bay Regional Health Sciences Centre 2018-2019 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.

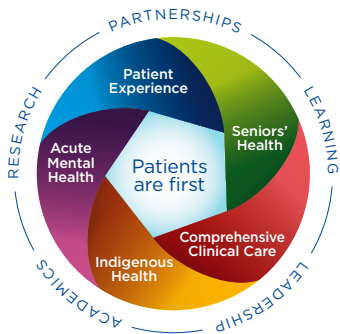
## PHILOSOPHY

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 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.

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 2018-2019 fiscal year progress of the Strategic Plan 2020.

[www.tbrhsc.net/2018-2019AnnualReport](http://www.tbrhsc.net/2018-2019AnnualReport)

# The Right Care at the Right Time



Improving patients' experiences and outcomes means improving their journeys of care. This is central to our Strategic Plan 2020, which places Patients First so we can achieve our Vision of Healthy Together.

This is about more than achieving one of the most important metrics at the Thunder Bay Regional Health Sciences Centre. It is part of our philosophy of providing the right care at the right time. Specifically, we want to reduce

admissions by encouraging preventive care earlier, provide acute care services to those who need it when they need it, and help patients transition to home care, short-stay beds, or long-term care when they are ready. It is customized care that is planned with patients and their families.

That sounds like a straightforward strategy, but there are many barriers to care in a region as large and diverse as Northwestern Ontario.

We and our health care partners serve a landmass that covers half the province, so geographic barriers are significant. Serving our large Indigenous population presents another set of challenges including language and cultural barriers along with geography. To overcome these, we design programs that provide closer-to-home care in the region where possible and help patients access health care services in Thunder Bay or other centres in the region when necessary. Northwestern Ontario has some of the highest rates of chronic disease including diabetes, cancer, and cardiovascular disease leading to higher rates of renal care and amputations. They are particularly high among our Indigenous population.

Research is helping tremendously. Traditionally, an acute care centre of our size wouldn't have a facility like we have in the Thunder Bay Regional Health Research Institute. The same is true of the Cardiovascular Surgical Services program we are building in partnership with the University Health Network. Not only will this provide heart surgery right here in Thunder Bay, it will reduce the number of amputations and reduce complications from renal care due to a number of interventional surgical techniques not available here before.

Smart health also promises to improve access to the level of health care we provide and potentially reduce travel for patients in the region. Dr. Zubair Fadlullah recently joined us as our newest scientist, becoming the first Lakehead University-Health Research Institute Research Chair in Smart Health Technology. He will be investigating new models of distance health care based on remote sensing and artificial intelligence (AI) for decision support.

We are proud of the dedication of our leaders, staff, professional staff, scientists, patient family advisors, and volunteers in improving patient flow and achieving the goals set out in our Strategic Plan 2020. Clearly, it's a complex challenge that requires a tailor made response. Our Hospital is a leader in exploring closer-to-home care in Northwestern Ontario, bringing more services to the region and overcoming barriers to care to ensure we are Healthy Together.

**Matt Simeoni**  
Board Chair

# Report from the President & CEO



This past year, Thunder Bay Regional Health Sciences Centre achieved many accomplishments guided by our Strategic Plan 2020 and its five Strategic Directions (Patient Experience, Comprehensive Clinical Care, Seniors' Health, Indigenous Health and Acute Mental Health). The successes

contributed to the delivery of quality patient care and improved patient flow - ensuring patients access the right care, at the right time.

Improving patient flow continues to be one of our main challenges; indeed, over the years we have seen regular increases of inpatient admissions up until 2018-19, the first year where we experienced stabilization. It is still early to boast we are succeeding, but we think that several initiatives introduced in the last year have led to avoided admissions, improved patient journey at the Hospital, from admission to discharge, while maintaining safe, quality care and patient satisfaction. Patient flow remains as one of the largest issues affecting our Hospital, however our Emergency Department (ED) (where a very significant fraction of our patient admissions occur) is becoming less busy, which could also impact our overall admission rate. Furthermore, the examples below describe some of the progresses within each Strategic Direction that contributed to improved patient flow.

## Comprehensive Clinical Care

A new computerized bed report has made significant improvements by providing efficient and detailed bed occupancy reports in real-time, which allows members of our health care team to better track patient occupancy and address potential service delays for patients in a more timely and accurate way. This new system is a foundational change that sets the stage for upcoming patient flow improvement strategies and initiatives.

## Patient Experience

Patient Oriented Discharge Summaries (PODS) have now been implemented Hospital-wide. Co-developed by patients and health care providers, PODS improve the discharge process and help patients better manage their post-hospitalization care by providing them with clear and easy-to-understand instructions upon discharge. A true example of Patient and Family Centred Care, the tool ensures a smooth transition from hospital to home, which is an important part of the overall patient journey.

## Seniors' Health

Senior patients at our Hospital are receiving the right care, at the right time, and by the right provider thanks to expanded coverage for the Geriatric Assessment program. Beginning whenever frail elderly patients arrive in the Emergency Department, the specialized staff assigned to the program identify the needs of senior patients much sooner, which has helped reduce the average length of stay by half - meaning that vulnerable senior patients are not spending more time in the hospital than needed. Additionally, over 150 unnecessary hospital admissions have been avoided this year.

## Indigenous Health

A new discharge planning collaboration was developed that successfully integrated Dilico Anishinabek Family Care Discharge Planners in our clinical teams. We are now pursuing formal partnerships with other Indigenous health provider organizations in order to expand and improve discharge planning for Indigenous patients.

## Acute Mental Health

An expanded Consultation Liaison Service provides hospitalized patients wherever they are in the Hospital with access to specialized and appropriate mental health care. The service refers patients to psychiatric or behavioural management and liaises with the referring clinical treatment team. The staff in this service also facilitate the transfer of patients to other mental health care services in our community whenever required, connecting patients to the care they need, when and where they need it.

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

We are on track to meet our remaining Strategic Plan 2020 commitments. Our successes would not be possible without the dedication of our talented staff, physicians, researchers, volunteers and donors. Their commitment to our Patient and Family Centred Care philosophy and improved patient journey is truly remarkable

Thank you for contributing to our vision of aspiring to be healthy together.

**Jean Bartkowiak**  
President & CEO

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



Many times during the year I find myself in conversation explaining to someone or a group how it is that our Hospital has a true partnership with patients through our Patient and Family Advisor (PFA) program.

Even though the PFA program is now 10 years old, not everyone understands how much input PFAs have. We help make every major decision at the Hospital from hiring executives to creating policy. The list of projects that patients and staff have worked on together is astounding.

What jumps out at me though are the effects this partnership has on reaching the goals we set out in our Strategic Plan 2020. The strategic plan is our guide and roadmap to how we are going to deliver health care services to our regional patients. Without this plan, we would be like a ship without a rudder.

I'm happy to report that our completion rates for the goals in our strategic plan are some of the highest in the province. We have learned that the more we engage our patients at all levels, the greater our results will be. The input of PFAs improves policies, helps make health care programs more patient- and family-centred, and in turn leads to better outcomes for patients.

The strategic plan is a good example of something very important that starts in the boardroom and works its way to direct care at the bedside, and how PFAs enhance that care along the way. Personally, I feel a sense of pride knowing that every area of that plan was developed and improved thanks the partnership between the Hospital, our patients, and our community. We have developed such a strong working relationship, and a lot of hospitals around the country come to us to learn how to bring Patient and Family Centred Care (PFCC) into their own hospitals.

Congratulations to our staff, professional staff, volunteers, PFAs and donors again this year for their hard work and dedication. We are all true partners in our goal to live "Healthy Together".

**Keith Taylor**  
Co-Chair, Patient and Family Advisory Council

## Message from the Medical Advisory Committee (MAC)



First, thank you to Dr. Gordon Porter, who was Chief of Staff at the Thunder Bay Regional Health Sciences Centre for almost a decade when he stepped down on October 31, 2018. Among other things, he led the work on our STEEEP (Safe Timely Efficient Effective Equitable Patient and Family Centred) quality framework. His leadership was an asset for our Hospital, and he was a tremendous mentor for me as I took on the role of Chief of Staff

on November 1. Most of the following successes in this report are a continuation of Dr. Porter's efforts.

I am happy to report that on January 9, 2019, our Hospital was awarded a Leading Practice Designation for our Patient Advisor, Cathy Pilot, as a member of the Medical Advisory Committee (MAC). Cathy has brought the patient perspective to the MAC for over three years, providing invaluable input to help guide decisions in areas of patient care and improving patient flow.

One of those areas is our Length of Stay metrics, and we have added a few more initiatives to our work plan. We will use the guidelines from Choosing Wisely Canada, the national voice for reducing unnecessary tests and treatments. Not only are unnecessary tests unhelpful, they can actually harm patients through stress, false positives, and other negative consequences. Avoiding needless procedures can also reduce wait times for patients and costs to the system. Currently, we have submitted an application to become a designated Choosing Wisely Canada site.

Our Hospital has made great strides improving some very important wait times including for Cataracts and Joints, which are exceeding provincial benchmarks. We are also successfully meeting expected times to treatment for stroke patients, and we are third in the province for time to catheterization for patients with heart attacks requiring angioplasty.

Staff burnout is an increasing challenge that impacts patient care. Last year, we added Professional Satisfaction to the Institute for Healthcare Improvement Quadruple Aim along with Better Health, Better Care and Lower Cost. A survey in November 2018 found that Professional Staff Engagement increased by 15% and that we had improved in 29 out of 32 areas since 2015.

We continue to promote education and research as an academic health sciences centre. This past year, our Hospital hosted over 350 medical learners, over 500 nursing learners, and over 100 learners from other disciplines. We also have over a 150 physician-led research projects at the Hospital.

I am extremely proud of the professional staff who provide safe, timely, efficient, effective, equitable and patient-centred care to the people of Northwestern Ontario every single day under tough circumstances and with limited resources. We continue to work together to achieve improved patient satisfaction and outcomes by providing the Right Care at the Right Time in the Right Place by the Right Provider.

**S. Zaki Ahmed, MD, FRCPC, FCCP, CCPE, MHS**

Chief of Staff  
Thunder Bay Regional Health Sciences Centre

# Patient Experience

Enhance the quality of the patient experience.



## Easing the Transition from Hospital to Home



Bonnie Nicholas, Acting Senior Director of Quality and Risk Management

A smooth transition from hospital to home is an important part of the patient journey. Thunder Bay Regional Health Sciences Centre has implemented a special tool across all medical units that improves the discharge process and helps patients

better manage their post-hospital care.

The Patient Oriented Discharge Summary (PODS) was co-developed by patients and health care providers and applies best practices in design and adult learning. Patients receive a set of clear and easy-to-understand instructions upon discharge including when to take their medication, what symptoms to be concerned about, and when to see their doctor next.

"For some patients and their families, the process of leaving the hospital and figuring out how to manage their condition from home can be stressful," said Bonnie Nicholas, Acting Senior Director of Quality and Risk Management. "PODS was developed with patient and family needs in mind, provides the valuable information that they want, and helps ensure their safe transition to home."

One of the best qualities about PODS is that they are tailored to each patient and their specific condition. For example, patients with congestive heart failure are provided with information that includes a list of possible symptoms to watch out for and their correlated severity and cause for concern, along with next steps to follow if they are experienced.

"Our goal with implementing PODS across the Hospital was to improve

patient confidence and their overall experience once they leave the Hospital," said Nicholas. "Patient surveys have shown that PODS has been successful and our patients are very happy with the quality of information they are receiving. It's a great tool that builds upon our Patient and Family Centred Care Philosophy."

In addition to improving patient satisfaction rates, PODS also has a positive impact on patient outcomes. Since patients are leaving the Hospital with a better understanding of their health status, they are better equipped to adhere to their discharge instructions.

Our Hospital was able to successfully adopt PODS with support from ARTIC (Adopting Research to Improve Care), a joint program of the Council of Academic Hospitals of Ontario and Health Quality Ontario. It was designed in collaboration with University Health Network's OpenLab – a design and innovation group dedicated to finding creative health care solutions.

To learn more about PODS, visit [www.hqontario.ca](http://www.hqontario.ca). To learn more about patient focused care at our Hospital, visit [www.tbrhsc.net](http://www.tbrhsc.net).



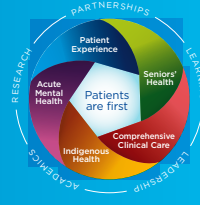
*Learn more about our exciting progress online:*

### Hospital Leadership Focuses on the Coaching Approach to Build Psychological Safety

Strong leaders build strong teams that can accomplish the best results. For Thunder Bay Regional Health Sciences Centre, that means the best possible outcomes for patients and families. What separates high performing teams from dysfunctional ones is the way teammates treat one another. That's why our Hospital is focused on leadership development and psychological safety. [MORE ONLINE](#)

# 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:**

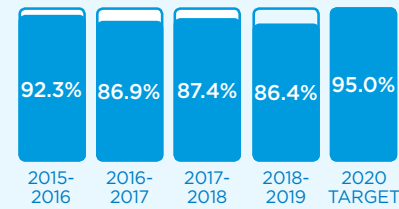
- Develop a framework to deliver high quality care;
- Enhance understanding and continue to grow and embed our PFCC philosophy;
- Advance the academic environment ;
- Invest in staff development, engagement and wellness;
- Use information technology to advance the patient experience.

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

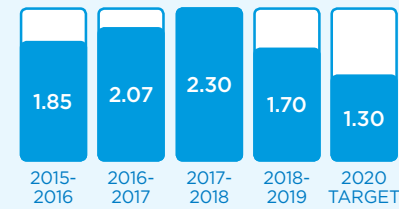
- No harmful events;
- Patients are highly satisfied & engaged in care;
- A research culture;
- Learners are satisfied;
- Staff and physicians are engaged in care;
- Advanced information technology supports patients and care providers.

We will monitor our progress by measuring these indicators.

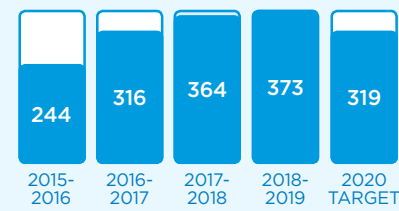
Hand hygiene compliance before contact.



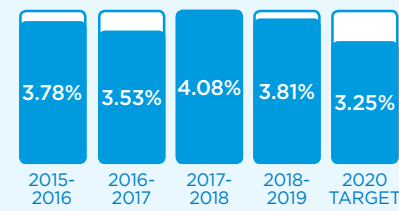
30-day in-hospital deaths following major surgery, per 100 cases.



Total Researchers.



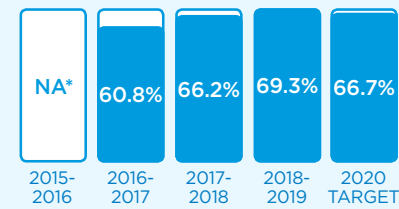
Paid sick hours as a percentage of worked hours.



Number of critical events.

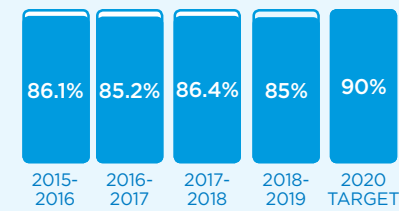


Patient satisfaction: Overall rating of care - Inpatients.



\*Data unavailable due to revised methodology

Learner satisfaction.



# Comprehensive Clinical Care

Enhance the delivery of our clinical services.



## New Clinic Prioritizes Vascular Care



Dr. Matthew Ingves is one of three Vascular Surgeons at Thunder Bay Regional Health Sciences Centre providing timely access to vascular care through the Rapid Access Vascular Examination (RAVE) clinic.

We all know the importance of heart health, but what about your vascular system – the arteries and veins outside of the brain or heart? A new Rapid Access Vascular Examination (RAVE) clinic at Thunder Bay Regional Health Sciences Centre is raising awareness about the importance of vascular health, and significantly improving access to care for patients with potential vascular disease.

The RAVE clinic is designed for patients who have lower limb wounds such as foot ulcers and tissue loss that are not healing. In most people, such an injury will heal without difficulty within a week or two. However, when there is an underlying vascular problem, the tissue does not heal and requires a vascular assessment.

Patients of the RAVE clinic are typically seen within two weeks from the time of referral from their health care provider.

“For patients who are showing symptoms of vascular disease, the RAVE clinic provides specialized testing to assess their vascular health, and a vascular surgeon is available to perform further evaluation or develop a care plan,” said Arlene Thomson, Senior Director, Cardiovascular Program Development and Implementation. “The clinic really prioritizes vascular

health, which is especially important in Northwestern Ontario where amputation rates are much higher than the rest of the province. Our ultimate goal is to reduce our region’s overall amputation rate by making vascular care more timely and accessible.”

All three of our Hospital’s vascular surgeons – Dr. Mary MacDonald, Dr. Elrasheed Osman, and Dr. Matthew Ingves – participate in the RAVE clinics, ensuring that patients have timely access to life and limb saving treatment. Depending on severity, patients can be treated through medical therapy, minimally invasive catheter procedures, or surgical reconstruction.

“In our region, we see a large number of patients presenting with prolonged lower limb wounds, which can be a sign of peripheral artery (vascular) disease,” said Dr. Matthew Ingves. “An early diagnosis can make all the difference in whether or not a limb can be salvaged and amputation avoided. The RAVE clinic is an excellent system for assessing patients in an efficient manner, while also increasing awareness about vascular health and its role in preventing amputations. We’re able to make a real difference by facilitating the best possible treatment for our patients and their families.”

If you have concerns about a lower limb wound that won’t heal or questions about your vascular health, please see your health care provider.

*Learn more about our exciting progress online:*

### Automated Bed Reports Help Improve Patient Flow

Optimizing patient flow is about improving the care and resources needed to support patients throughout their journey at the Hospital, from admission to discharge. A new automated bed report system at Thunder Bay Regional Health Sciences Centre is improving patient flow and helps ensure patients receive the right care, at the right time.

**MORE ONLINE**

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.

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

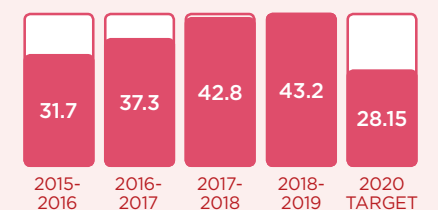
- Adopt the Ontario Chronic Disease Prevention and Management framework;
- Deliver comprehensive cardiovascular care in accordance with the Ministry of Health;
- Enhance access to clinical services supported by patient flow efficiencies;
- Develop formal partnerships to deliver comprehensive clinical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

**We will monitor our progress by measuring this indicator.**

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



# Seniors' Health

Enhance the care provided to an aging population.



## At-Risk Seniors Benefit from Expanded Geriatric Assessment Program



Senior patients at Thunder Bay Regional Health Sciences Centre are receiving the right care, at the right time, and by the right provider thanks to expanded coverage for the Geriatric Assessment program.

Beginning in the Emergency Department, the program streamlines the assessment process of at-risk seniors (aged 65 years and older) through consultation with internal geriatricians and the Hospital Elder Life Program (HELP). Collaboration with external partners such as St. Joseph's Care Group (SJCG), Alzheimer's Society, Superior North Emergency Medical Service, and the North West Local Health Integration Network's (LHIN) Home and Community Care, is also crucial to the program's success.

"Senior patients often require more specialized attention within our health care system. In addition to requiring health care more often, their needs are different from the general population," said Susan Veltri, Geriatric Care Coordinator. "The Geriatric Assessment program is a great fit for their needs. After a successful trial of the program, we saw a need to not only make it a permanent service, but to expand coverage to seven days a week so that even more patients can be screened and assessed."

The assessment process looks for signs of geriatric syndromes, including mobility issues, weakness, frailty,

functional decline, pain, cognitive impairment, dementia, delirium, and other risk factors often associated with seniors. "Early assessment allow for early interventions, which is especially crucial for at-risk seniors," said Veltri.

The program also supports discharges for patients who do not require acute care in a hospital setting and works with community partners to provide a smooth transition to home or other programs and services that would best address their needs, such as SJCG's geriatric programs.

By identifying their needs sooner, the average length of stay for senior's of the program has decreased by half – meaning that vulnerable senior patients are not spending more time in the hospital than needed. Additionally, over 150 unnecessary hospital admissions have been avoided this year.

"By providing senior-friendly care early, we reduce the number of unnecessary admissions or days spent in the hospital and achieve improved continuity of care, enhanced patient experiences and better outcomes," said Veltri. "Most importantly, our senior patients and their families and caregivers have been very happy with the care received and the ongoing support provided after discharge."

To learn more about our Hospital's commitment to seniors' health, visit [www.tbrhsc.net](http://www.tbrhsc.net).

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.

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

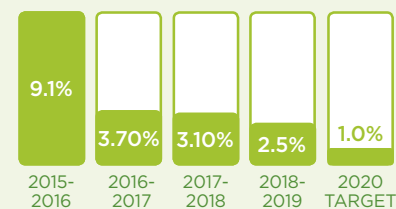
- Deliver an optimal experience for seniors;
- Adopt the Ontario Senior Friendly Hospital Framework.

**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 will monitor our progress by measuring this indicator.**

Pressure ulcer incidence.



*Learn more about our exciting progress online:*

### Making our Hospital More Senior Friendly and Accessible

Thunder Bay Regional Health Sciences Centre completed a physical environment gap assessment and in response, developed a physical environment plan that also aligns with the Hospital's Accessibility priorities and goals. The plan is part of the Hospital's commitment to providing senior patients with an optimal experience in a safe and accessible environment.

[MORE ONLINE](#)

# Indigenous Health

Enhance culturally appropriate care.



## Leadership Position Dedicated to Enhancing Indigenous Health



Crystal Pirie, Senior Director of Indigenous Collaboration

Indigenous people, particularly those from remote Northern communities, face unique challenges to accessing health care. Thunder Bay Regional Health Sciences Centre has a leadership position dedicated to improving experiences and outcomes for Indigenous patients and families by providing care that is culturally relevant and sensitive, in a welcoming environment, and also enhances partnerships to address challenges.

Crystal Pirie was hired as Senior Director of Indigenous Collaboration in August 2018. In this new role, she is responsible for meaningful engagement with Indigenous partners and communities, and advising the Hospital's Senior Leadership Council and Board of Directors on strategies to enhance Indigenous health.

"My focus is to ensure our Hospital's Indigenous Health priorities are authentic to the needs of the region's Indigenous communities and that the Health Research Institute advances the health research priorities of Indigenous researchers and communities," said Pirie. "Through collaboration with our internal teams as well as external partners and communities, I'm working to ensure that all of our Hospital's policies, procedures and processes are more culturally relevant, sensitive, and holistic."

Pirie oversees all of the goals and objectives that fall under Indigenous

Health in the Strategic Plan 2020. One of her priorities this past year has been to gain a better understanding of who the Hospital's Indigenous patients are in order to better determine their needs. Collaborating with regional partners, communities, and Federal and Provincial authorities is helping to map out the existing gaps in service – from a patient's initial appointment through to their discharge.

In addition to the existing goals under Indigenous Health, a new strategic objective related to discharge planning was developed due to the success of the Dilico Anishinabek Family Care Discharge Planners. Under Pirie's leadership, the Hospital will continue to pursue formal partnerships with Indigenous organizations in order to expand and improve discharge planning for Indigenous patients.

"There is certainly no easy solution to the unique challenges faced by Indigenous patients and families with regards to health care, but I'm encouraged by the commitment displayed by our Hospital to make positive changes," said Pirie. "I'm proud to be the first point of contact for any questions or concerns from our Indigenous leaders and communities of Northwestern Ontario and look forward to building on those relationships. My goal is to see our Hospital become a leader in Indigenous Health."

To learn more about Thunder Bay Regional Health Sciences Centre's commitment to Indigenous Health, please visit [www.tbrhsc.net/home/indigenous-health-services/](http://www.tbrhsc.net/home/indigenous-health-services/).

*Learn more about our exciting progress online:*

### Building Cultural Awareness for Improved Patient Care

Cultural awareness, sensitivity, and respect contribute to positive patient experiences and outcomes. Thunder Bay Regional Health Sciences Centre is providing Indigenous cultural awareness education to staff, physicians and volunteers as part of our commitment to creating an environment where Indigenous patients and families feel more comfortable. [MORE ONLINE](#)

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.

**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.

**We will monitor our progress by measuring this indicator.**

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



# Acute Mental Health

Enhance acute mental health service.



## Expanded Service Provides Mental Health Care to all Hospital In-Patients



Members of the Consultation Liaison Service from left to right: Dr. S Khalil, Psychiatrist, Dr. R Bismil, Psychiatrist, Erin Harasym, RN, Dr. D Wadhwa, Psychiatrist and Nadia Bottoset, RN.

Mental health is a crucial aspect of overall health. An expanded Consultation Liaison Service at Thunder Bay Regional Health Sciences Centre provides patients with increased access to specialized and appropriate mental health care.

The Consultation Liaison Service team refers patients to psychiatric or behavioural management, liaison with the referring treatment team, and provides ongoing monitoring of mental status. The team also facilitates transfer of patients to other mental health care services if deemed necessary. After proving successful during the pilot project phase, the service is now available to patients in all areas of the Hospital.

"We made a commitment to enhance the delivery of mental health care

to patients outside of mental health services," said Darcy Price, Acting Director of Adult and Forensic Mental Health. "This service helps us be more sensitive to patient needs by providing timely, efficient and robust mental health care for all patients, regardless of where they are located in our Hospital."

The service also helps address the emerging substance abuse crisis that is happening across Northwestern Ontario. "We experience higher rates of substance abuse in our region, and people impacted can be patients of our Hospital," said Price. "We are sensitive to all patient needs, and are strengthening the way we treat the whole human being – mind, body and soul."

The Consultation Liaison teams consist of a psychiatrist and a mental health nurse. They connect patients, when necessary, to the appropriate community partners and agencies that can assist them on their continued path to healing. This includes connecting substance abuse patients to proper withdrawal management services and addiction counseling.

"We will continue to evaluate and enhance the service," said Price. "Through ongoing engagement with our community partners and our internal nursing staff, we will identify any possible gaps in service and determine how we can further assist and support our patients and their families. It's about being healthy together."

*Learn more about our exciting progress online:*

### New Assessment Process Prioritizes Mental Health as Part of Overall Health

A new mental health assessment process at Thunder Bay Regional Health Sciences Centre is improving mental health care for all in-patients outside of Mental Health units by identifying signs of mental illness upon admission.

[MORE ONLINE](#)

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.

#### Within Acute Mental Health, we will:

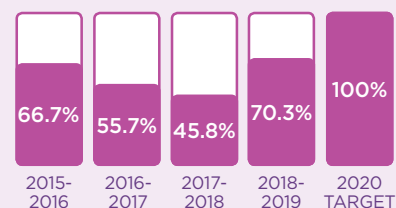
- Adopt attitudes and behaviours that recognize mental health as an integral part of the delivery of comprehensive acute care services;
- Enhance the delivery of mental health care to patients outside of mental health services;
- Collaborate with system partners and appropriate governing agencies to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

#### We will monitor our progress by measuring this indicator.

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



## Together, for Better

### Thunder Bay Regional Health Sciences Foundation

The Thunder Bay Regional Health Sciences Foundation connects a caring community to create better health care. Your donations to the Health Sciences Foundation support new medical equipment, technology and treatment programs in all areas of health care.

For the many patients served at the Thunder Bay Regional Health Sciences Centre each and every day, your donations are making

a tremendous difference to the care we provide now and into the future. Every single department benefits from the generosity of donors – from our busy Emergency Department, to our Cancer Centre and Mental Health.

Of course, the need is constant. Health care is rapidly evolving, as are the services provided to patients in Northwestern Ontario. Right now our community is preparing to welcome

a full-service cardiovascular surgery program that will revolutionize the care provided to approximately 1,000 patients a year.

It's thanks to donors that our families, friends and neighbours have access to life-saving care closer to home.

For more information, including a full listing of grants made possible thanks to donors, visit: [healthsciencesfoundation.ca](http://healthsciencesfoundation.ca)





## Thunder Bay Regional Health Research Institute is the research arm of the Thunder Bay Regional Health Sciences Centre

Since our region is unique in its health care needs and challenges, it makes sense that our research program would be unique as well. The Thunder Bay Regional Health Research Institute promotes patient-centred research that focuses on finding interventions

and other procedures to solve health care challenges most prevalent in Northwestern Ontario – interventions and other procedures that also have global applications.

We encourage strong collaborations between our scientists and clinicians at the Thunder Bay

Regional Health Sciences Centre and throughout the region to find homegrown solutions to the health care challenges that affect us most. The Health Research Institute follows the Council of Academic Hospitals of Ontario tenets of Healthier, Wealthier, and Smarter.

To read our full Annual Report 2018-2019, please view it online at:  
[www.tbrhsc.net/2018-2019AnnualReport](http://www.tbrhsc.net/2018-2019AnnualReport)



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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.**



To read our full Annual Report 2018/2019, please view it online at:  
[www.TBRHRI.ca/2018-2019AnnualReport](http://www.TBRHRI.ca/2018-2019AnnualReport)  
 To read details about our Scientists's research please visit:  
[www.TBRHRI.ca/scientists](http://www.TBRHRI.ca/scientists)



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