



Thunder Bay Regional Health Sciences Centre 2019-2020 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.



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

www.tbrhsc.net/2019-2020AnnualReport

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

Message from the Chair of the Board of Directors



It is exceptional for an acute care hospital to complete 96% of the activities identified in a 5-year strategic plan. Yet, that is the tremendous accomplishment of our Hospital, thanks to its employees, physicians, scientists, learners, volunteers and donors. Your contributions were exceptional.

In 2015, the plan was launched with a focus on significant improvements in the areas of Patient Experience, Comprehensive Clinical Care, Seniors' Health, Indigenous Health and Acute Mental Health. We achieved meaningful successes within each direction. Just as importantly, we learned very valuable lessons about what works, and what is most valuable to patients and their families.

I am grateful to our Five Partners in Health for their input and guidance throughout the past five years. The valuable input of community members, health professionals, health managers, policy makers and academic institutions determined our priorities. Their ongoing guidance has been highly valued and supported us to respond to changing demands, ensuring that our Hospital's activities continued to reflect the needs of our community.

Our strategic successes and learnings will inform our future. The next strategic plan - The Right Plan - will guide our journey toward provision of the right care at the right time, with a focus on the patient journey and the way care is planned and delivered, including medical care, physical resources, and internal systems. The right care at the right time is also about transitions in care and the resources needed to support patients throughout their journey at the Hospital, from admission to discharge and beyond, while maintaining safety, quality and patient satisfaction. Of course, Patient and Family Centred Care remains as the philosophy that guides us.

The tail end of this past fiscal year was overshadowed by the COVID-19 pandemic, which introduced a health care threat that no one at our Hospital, or across the globe, had experienced before. Our Hospital admirably rose to the challenge and continued to provide safe, quality patient care in the face of so many uncertainties. Our Board and I are in awe by the commitment and professionalism of our entire staff.

There was no guidebook to inform our response to the COVID-19 pandemic. Our Hospital teams acted nimbly, and learned a great deal in a short time. The lessons learned represent an exciting opportunity to redefine how we care for our patients, their essential care partners and our community. We will apply these learnings as we move forward with the development and implementation of the Right Plan.

I reiterate my gratitude and appreciation to all Hospital staff, leadership, professional staff, and volunteers for your invaluable contributions to quality, patient and family centred care. Your hard work, particularly over the past few months, has not gone unnoticed. I speak for the entire Board of Directors and the community when I say thank you for prioritizing the health and safety of all.

Thank you,

Matt Simeoni
Board Chair

Message from the President and CEO



The health care landscape is in constant evolution and hospitals across the province need to adapt accordingly. The World Health Organization classifying the COVID-19 epidemic as a pandemic in March 2020 is a perfect example. We still do not know how this pandemic will shape our future. We do know,

however, that significant change to the health system is on the horizon with the government decision to establish Ontario Health Teams.

In response to the announced system structure changes and more importantly, our significant progress in advancing our strategic directions, we concluded our Strategic Plan 2020 early in December 2019; my Senior Leadership Team and I are extremely proud of all that has been accomplished. We truly grew into our role as a regional Health Sciences Centre. Integrated, regional clinical programs such as the Regional Critical Care Response program or Regional Orthopaedic Program gained tremendous momentum by leveraging technology to deliver safe, quality, close-to-home care for patients and families across Northwestern Ontario. Close-to-home vascular care also improved as we welcomed three talented vascular surgeons to our team who perform life-and-limb saving surgeries and procedures for patients in our region. We are gradually developing a full cardiovascular surgical program, thanks to our partnership with the University Health Network's Peter Munk Cardiac Centre and the Ministry of Health. Regionally, we also made significant progress to support our referring hospitals, be it through our Northern Supply Chain service or our regional pharmacy service.

The past four years have taught me a lot about how Indigenous patients, particularly those from remote Northern communities, face unique challenges to accessing health care. In order to support advancing our Indigenous Health Strategic Direction, we developed a new dedicated leadership position to improve experiences and outcomes for Indigenous patients and their families. The Senior Director, Indigenous Collaboration has been instrumental in enhancing activity to provide culturally relevant and sensitive care, in a welcoming environment, while nurturing partnerships to address challenges. As we plan for the future, we recognize that there is still considerable progress to be made; hence, improving access to safe quality Indigenous health will remain a priority for our Hospital.

I had the pleasure of witnessing meaningful developments among our Hospital's leadership team thanks to the adoption of a staff centred leadership philosophy aptly coined the "Me to We to All" approach. The goal was to build upon each leader's individual strengths, foster more collaborative and supportive teams, improve staff engagement and

ultimately enhance quality of patient care. I believe this approach makes our Hospital stronger, and guided us through the turbulent times brought on by the COVID-19 pandemic.

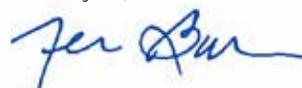
We also launched, expanded, and improved upon services for some of our most vulnerable patients such as seniors and those experiencing acute mental health crises. These programs and services successes were in large measure attributable to collaborative community partnerships that insure patients receive the right care at the right time.

All of the achievements of the Strategic Plan 2020 will guide us as we plan our next steps. We are developing a transitional strategic plan (The Right Plan). It will be an opportunity to focus on the overarching priorities that have the most significant impact on our Hospital: providing the right care to our patients and their care partners at the right time in the right place. The changes to come represent opportunities to enhance our Hospital's capacity and provide many advantages to the patient care journey.

Ensuring access to the Right Care at the Right Time remains as one of the most prevalent issues affecting our Hospital. Every improvement we make ensures that when patients need acute care, they are treated closer to home if possible, or failing that, as outpatients. If they must be admitted, we must ensure they are moved into an inpatient bed sooner, or transferred to a more appropriate care setting in accordance to their needs. The Right Care at the Right Time is also Patient and Essential Care Partner Centred; indeed, the pandemic experience has taught us that the family concept is too vague. Our teams actually rely on the patient and that person that is continually there for the patient, their Essential Care Partner. Hence, our Patient and Family Centred Care philosophy should evolve to focus and recognize the essential role Care Partners play supporting the patients through their hospital journey.

This is my last Annual Report as President and CEO of Thunder Bay Regional Health Sciences Centre since I have announced my planned retirement for January 2021. It has been an honour to spend the last five years of my career as part of this extraordinary team. I'd like to thank my leadership team and the Board of Directors for their guidance, support and hard work. I must also recognize the dedication, compassion, and professionalism shown by all staff, professional staff, researchers, learners and volunteers, which has been remarkable, especially throughout the response to the COVID-19 pandemic. Our Hospital's successes belong to all of you. I have no doubt that all of your collective efforts will contribute to making us Healthy Together.

Thank you,



Jean Bartkowiak

President & CEO



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



I always look forward to this time when we can reflect on our progress and the impact of our strategic directions on the health of our patients and community. In my 11 years as the Co-Chair of the Patient Family Advisory Council, I have

been involved in three strategic planning cycles, and all have guided our Hospital to better outcomes. Our Strategic Plan 2020 is no different, and has resulted in outstanding completion rates and many success stories.

It's always a source of pride for me that every plan and policy at our Hospital is strengthened by the input and participation of our patients. Continuous feedback from patients helps the Hospital effectively evaluate progress, determine what has gone well, and identify areas for improvement. Together, we have learned so much about the delivery of safe, quality, patient centred care. Every Strategic Plan 2020 success is shared with our patients and their families.

Moving forward, we will continue to concentrate our efforts on the same priority areas (Patient Experience, Comprehensive Clinical Care, Seniors' Health, Indigenous Health, and Acute Mental Health), but in a different and more focused way. Patient flow, ensuring patients get the right care at the right time, is an overarching priority that has a significant impact on all patient populations and will be the focus of our next strategic plan (the Right Plan). We've been practicing Patient and Family Centred Care for over 10 years now and it will remain as the philosophy that guides us in everything we do.

A meaningful strategic plan is important, and we all know it takes a committed team of people to implement the plan. My gratitude goes out to the dedicated staff and professional staff at our Hospital who go above and beyond the call of duty every day for the benefit of our patients, families and community. I must also thank our many volunteers and Patient Family Advisors who continue to make a positive difference. We truly are a team and we are Healthy Together.

Thank you,

Keith Taylor

Co-Chair, Patient and Family Advisory Council

Message from the Medical Advisory Committee (MAC)



The last three weeks of March had a significant impact on the end of the fiscal year 2019-2020. A pandemic of this magnitude is something that none of

us have ever faced. COVID-19 has marked the year with a punctuation that almost overshadows the many accomplishments achieved throughout the rest of the year.

Our biggest accomplishment is patient flow improvement. We spent more days with beds available than in surge capacity, due to a concerted effort between the Professional Staff and the Hospital staff. In 2019/2020, we were in surge capacity for just 87 days, compared to 272 days in 2018/19.

We also made improvements in reducing the Length of Stay (LOS) for patients. This is important because it reduces the amount of time patients wait in the Emergency Department and allows them to return home earlier. Our average acute LOS was reduced in 2019/2020 to 5.4 days, down from 5.5 days the previous year. While our LOS has decreased, so has the expected LOS. As a result, our LOS remains 0.9 days higher than the provincial target. The next Strategic Plan will outline continued activities for improvements in this area.

The management of Stroke and ST Elevation Myocardial Infarction (Heart Attack) are extremely time-sensitive. I am proud of improvements in time-to-treatment, which helps to achieve the best possible patient outcomes. The improvement is attributed to Emergency Medical Services giving an early warning to the stroke physician or the interventional cardiologists during transit to reduce wait times upon arrival at the Hospital. We transitioned from one of the lowest performing hospitals to the third top-performer in Ontario in just one year. Congratulations to all involved. Our time for door-to-Tissue Plasminogen Activator (tPA) administration also improved from 48 to 41 minutes, which is the best time our Hospital has achieved since the inception of Code

STROKE in 2015.

I am proud that, in the 2019/2020 fiscal year, our Hospital was recognized by the American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) as one of 88 participating hospitals that achieved meritorious outcomes for surgical patient care in 2018. The ACS NSQIP® is a nationally validated, risk-adjusted, outcomes-based program to measure and improve the quality of surgical care. Built by surgeons for surgeons, ACS NSQIP® provides participating hospitals with tools, analyses, and reports to make informed decisions about improving quality of care. The weighted patient management outcome measures used to determine this success included Mortality, Unplanned Intubation, Ventilator for More Than 48 Hours, Renal Failure, Cardiac Incidents (cardiac arrest and myocardial infarction), Respiratory (pneumonia), Surgical Site Infections (superficial and deep incisional and organ space SSIs) and Urinary Tract Infection.

It was an incredible year for physician recruitment at our Hospital. We organized and delivered 36 site visits between May 1 and Feb 28, 2020. As a result, we signed letters of offer from 28 physicians across 16 specialties. Many already relocated and started their work with more expected to begin this summer and fall. This success is due to the significant efforts of our new Physician Recruitment and Retention Specialist, Jamie Sitar, who started May 1, 2019. Jamie's commendable work was recognized when he was presented the Northern Ontario Visionary Award (NOVA) for Leadership (a Top 20 Under 40 Award for Northwestern Ontario).

With engagement and Wellness of the Professional Staff at the forefront a Professional Staff Wellness committee was formed to look at resolving issues that cause physician burn-out and introduce activities to help physician wellness. We saw encouraging results due to these efforts. The attendance at the Professional Staff and Department Meetings doubled and is representative of the improved engagement.

The Professional Staff at our Hospital are skilled, dedicated professionals who make remarkable contributions to the health of patients and families in our region. In fact, several members were nominated for awards at the National Level.

Dr. Nicole Laferriere was awarded the College of Physicians and Surgeons of Ontario 2020 Council award. The award honours outstanding Ontario physicians with a broad range of diverse roles and abilities.

Dr. Stewart Kennedy and Dr. Gordon Porter were awarded Canadian Medical Association (CMA) Honorary Memberships for their outstanding contributions to the CMA. CMA Honorary members from Ontario are nominated by the Board of Directors of the OMA, and elected by unanimous vote of the Board of Directors of the CMA.

Dr. Paul DeBakker was awarded the Ontario Medical Association's (OMA) Glenn Sawyer Service Award in recognition of his significant service to the OMA, medical profession and public at the community level.

Dr. Geoff Davis was awarded an OMA Life Membership for making an outstanding contribution to the work of the Association in the interest of the medical profession and work done to advance medical science and other positive work done at the provincial level.

I am exceptionally proud of all Professional Staff who provide safe, quality, and patient-centred care to the people of Northwestern Ontario every single day under challenging circumstances, particularly during the COVID-19 pandemic. We continue to work together to achieve improved patient satisfaction and outcomes.

S. Zaki Ahmed, MD, FRCPC, FCCP, CCPE, MHSC

Chief of Staff
Thunder Bay Regional Health
Sciences Centre

Financial Statements

Thunder Bay Regional Health Sciences Centre continues to manage limited health care resources effectively and responsibly, while continuing to provide quality acute health care for the residents of Northwestern Ontario. Our Hospital continues to face service and financial pressures as a result of many fiscal, demographic and health care system challenges. In 2019/2020, we regularly operated in surge capacity, which creates significant financial pressures. We also continue to address the replacement of capital infrastructure which creates additional financial pressure. In addition to measures we have taken internally, we also received significant one-time funding from Ontario Health North and the Ministry of Health and Long Term Care to address some of the financial and over-capacity pressures. We continue to work closely with Ontario Health North and other community partners to address the ongoing challenges.

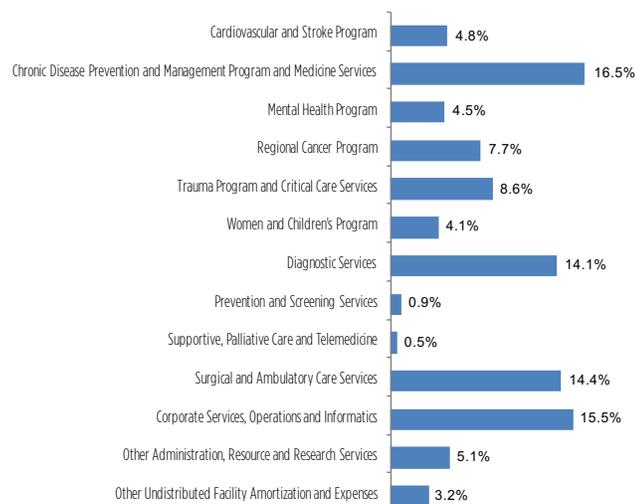
STATEMENT OF FINANCIAL POSITION

March 31, (Amounts in \$ thousands)	2020	2019	2018	2017	2016
Assets					
Current assets	32,152	35,600	38,085	29,125	30,459
Non-current assets	211,205	220,274	228,829	241,497	252,981
Total Assets	243,357	255,874	266,914	270,622	283,440
Liabilities and Fund Balances					
Current liabilities	54,973	51,682	51,236	46,199	45,067
Non-current liabilities	188,418	198,411	207,088	219,330	234,449
Total liabilities	243,391	250,093	258,324	265,529	279,516
Fund Balances	(34)	5,781	8,590	5,093	3,924
Total Liabilities and Fund Balances	243,357	255,874	266,914	270,622	283,440

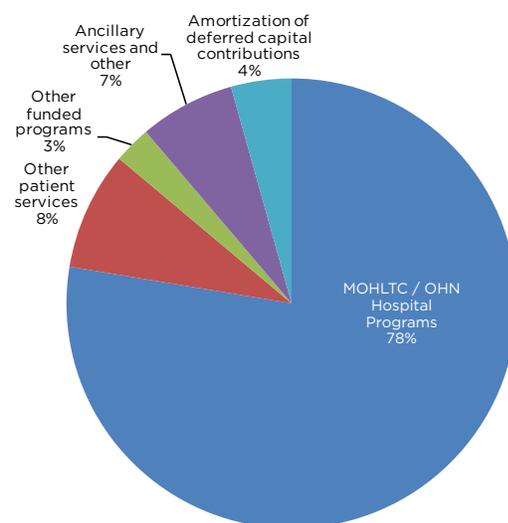
STATEMENT OF OPERATIONS

For the year ended March 31, (Amounts in \$ thousands)	2020	2019	2018	2017	2016
Revenue					
"Ontario Ministry of Health and Long-Term Care / North West Local Health Integration Network"	298,636	284,647	275,339	257,692	258,582
Other patient services	32,748	32,528	28,706	27,994	26,809
Other funded programs	10,314	10,342	7,689	7,693	11,593
Ancillary services and other	26,381	22,950	20,112	22,121	19,954
Amortization of deferred capital contributions	16,714	16,245	16,024	15,597	15,953
	384,793	366,712	347,870	331,097	332,891
Expenses					
Salaries and benefits	229,373	217,707	233,900	223,589	221,916
Medical, surgical supplies and drugs	80,982	76,398	41,233	37,409	38,315
Supplies and other	23,977	23,095	22,834	23,386	22,653
Other funded programs	10,314	10,342	7,689	7,702	11,764
Plant operations and equipment maintenance	20,813	18,778	17,624	17,643	17,687
Amortization	22,624	22,300	22,384	21,818	21,284
	388,083	368,620	345,664	331,547	333,619
Excess (deficiency) of revenue over expenses	(3,290)	(1,908)	2,206	(450)	(728)

EXPENSES BY PROGRAM AND SERVICE



REVENUE



EXPENSES

