

Thunder Bay Regional Health Sciences Centre

Strategic Plan 2020 Overview



The Thunder Bay Regional 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 overall success of the Strategic Plan 2020.



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.



75 of 76 planned initiatives

99% Complete

Inpatient satisfaction increased by **14%**, in part due to the implementation of **Patient Oriented Discharge Summaries**, which support a smoother transition from Hospital to home.

Patient experience improvements were further supported by a number of leadership development efforts, including staff and patient rounding, coaching, adoption of a **“Me to We to All”** leadership framework, and education on Leading with Respect.

Simulation training was introduced to assist in building clinical skills and enhancing teamwork, leadership, clinical judgement and communication among interprofessional teams.

Implementation of a staged approach to **computer physician order entry** is still in progress, as completion required a substantial financial investment that was not possible during the 2020 timeframe.

Comprehensive Clinical Care

Enhance the delivery of our clinical services.

Comprehensive Clinical Care 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.



31 of 32 planned initiatives

97% Complete

Patient flow improved, with Emergency Department **length of stay** for admitted patients declining by **3%** and inpatient length of stay declining by **8%**.

The Regional Orthopaedic Program was established in partnership with a number of hospitals within the region, and provides quality and timely orthopaedic care, closer to home.

Our Cardiovascular Program, in partnership with the University Health Network, was able to introduce **comprehensive vascular surgery** at our Hospital, which provides advanced life-and-limb-saving surgical procedures closer to home for patients across the region.

While the partnership with University Health Network enabled timely **cardiac surgery** for residents of Northwestern Ontario, the Hospital's goal of introducing cardiac surgery in Thunder Bay remains outstanding due to delays in capital and operational funding support. Our Hospital remains committed to achieving this goal in the near future.

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 tailor our services to accommodate them.



30 of 30 planned initiatives

100% Complete

Staff training helped improve **pressure ulcer incidence by 90%**, while the "**Nurses Improving Care for Health System Elders (NICHE)**" initiative ensures our health services accommodate the specific needs of our senior patients.

Thanks to the expanded roles within the **Hospital Elder Life Program (HELP)**, senior patients receive the right care, at the right time, and by the right provider. Beginning when frail elderly patients arrive in the Emergency Department, specialized staff identify their needs much sooner, which has contributed to fewer unnecessary admissions and considerably reduced length of stay.

Seniors are better engaged in care planning and the **consent process**. This was supported by staff training to enhance skills and improve confidence in assessing decision-making capacity.

To ensure the Hospital site is senior friendly and accessible, a **physical environment assessment** was completed in consultation with Patient and Family Advisors. Assessment results guided improvements including better signage, automatic door openers, and enhanced overhead paging.

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 a welcoming environment.



36 of 36 planned initiatives

100% Complete

A **Senior Director of Indigenous Collaboration** was recruited to support ongoing improvement in experiences and outcomes for Indigenous patients and their families, and also to encourage care that is culturally relevant and sensitive in a welcoming environment.

Indigenous health partnerships were developed with many organizations including Anishnawbe Mushkiki, Dilico Anishinabek Family Care, (NAN) Seven Youth Inquest Political Table, Indigenous Advisory Circle, Thunder Bay Anti-Racism & Inclusion Accord, and the Indigenous Health and Reconciliation Steering Committee.

A new **discharge planning collaboration** has successfully integrated Dilico Anishinabek Family Care Discharge Planners in the Hospital's clinical teams. This has improved discharge planning for Indigenous patients.

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.



47 of 48 planned initiatives

98% Complete

Psychiatrist capacity has increased by **20%** since the beginning of the plan.

The Consultation Liaison Service provides specialized mental health care and support for patients anywhere in the Hospital. The Service also facilitates transfers of patients to other mental health care services in the community whenever required, connecting patients to the care they need, when and where they need it.

The development and implementation of a **comprehensive mental health emergency service** remains in progress due to funding limitations.

Looking Ahead The Right Plan

All of the achievements of the Strategic Plan 2020 will direct us as we plan our next steps. We are in the process of developing a strategic plan to guide us as the health care system and our Hospital Leadership is in transition, and as the world applies new knowledge gained through the COVID-19 Pandemic.

Our focus will remain on the overarching priorities that have the most significant impact on our Hospital, our patients and their families.

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 are admitted they are able to move 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 Family Centred Care. We will remain committed to our philosophy of keeping patients at the centre of everything we do.



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