



Thunder Bay Regional
Health Sciences Centre

2020-2021 Annual Report Summary

healthy
together

En santé
ensemble



Thunder Bay Regional
Health Sciences
Centre

Message from the Chair of the Board of Directors



As Board Chair, I have been witness to another year of our Hospital navigating the uncharted waters of a global pandemic. In this time, I have also been witness to the strength and success that comes with leadership.

That was apparent first hand, when in the midst of COVID-19, our new President and CEO came into role. Emergencies do not halt progress and as the leading health destination for patients in the region - we too could not pause as TBRHSC moved forward. Since then, we have seen the hospital flourish under Dr. Crocker Ellacott's leadership. She has brought a perspective and method of operation from her long and successful career in the healthcare sector to our hospital - and the institution as a whole has seen the benefits.

And as we move forward along a path of success, we can only do so with planning and patience. It is why I am excited to see the release of our Strategic Plan 2026 when it is unveiled later this year.

The Plan will focus on enhancing patient and family centred care and will also include strategies that strengthen our approach to human resources and recruitment, further align the Hospital and our Research Institute, how we can innovate and enhance patient care with new technology and a strategy that will help us advocate at every level of government to deliver the most for our staff, the experts we have working here and the patients we serve. The 2026 Strategic Plan will also address topics such as diversity, inclusion, health care equity for all patients and staff and especially for Indigenous people and marginalized communities.

As a hospital, we are moving forward out of this game changing pandemic stronger as a unit. At every level, from executive leadership to staff, doctors, nurses and volunteers - we have been forced to adapt, change and find ways to succeed. And we have, and as the Chair of the Board of Thunder Bay Regional Health Sciences Centre I have been awestruck by everything I have seen during this past year.

I look forward to the release of our Strategic Plan knowing that there is nothing we can not all achieve together between now and 2026 and long after that.

Matt Simeoni
Board Chair,
Thunder Bay Regional Health Sciences Centre

Board of Directors

Executive:

Matt Simeoni
Chair

John Friday
1st Vice Chair

Gordon Wickham
2nd Vice Chair

John Hatton
Treasurer

Ex-Officio:

Dr. Rhonda Crocker Ellacott
President & CEO

Dr. S. Zaki Ahmed
Chief of Staff

Dr. Walid Shahrour
President, Professional Staff Association

Meaghan Sharp
Interim Chief Nursing Executive

Dr. Sarita Verma
Northern Ontario School of Medicine

Directors:

Nathalie Coppola

Dr. Andrew Dean
Research Representative

Micheal Hardy

Anita Jean

Douglas Judson
Regional Representative

Pat Lang

Joy Wakefield

Dr. Pam Wakewich
Research Representative

Gary Whitney

Community Members:

Glen Currie
Community Member

Michael Pelletier
Community Member

Monique Rocheleau
Community Member

Kathleen Sawdo
Community Member

Message from the President and CEO



On behalf of the entire Senior Leadership Team at Thunder Bay Regional Health Sciences Centre (TBRHSC), I am pleased to report to the community that despite over a year of the most challenging times our

Hospital has ever seen, our future looks strong on many fronts.

I began my career about 30 years ago as a frontline nurse right here at TBRHSC. That said, I have never experienced a time like this in my career, the challenges, the loss, the emotions, the tribulations that our staff and communities have faced during COVID-19. Like many others, I have been inspired by the strength, resilience and dedication shown at every level and by every member of our staff. As a team we worked together, sometimes for lengthy periods without a break to ensure our hospital, our families and our community knew that TBRHSC was a place of safety -- and that with the confidence of our team, we remained a beacon of health care excellence for those depending on us. I would also like to take a moment to acknowledge the members of our Incident Management Team for their guidance and leadership. These committed professionals often operate without much fanfare but let me assure you their contributions have had an incredible impact on our response.

The pandemic has provided an opportunity to show how well our communities can come together in times of need. Whether it was soliciting community support in the early days or rolling out vaccines more recently, TBRHSC worked with several community organizations, regional and provincial partners to get the job done. Of course, it goes without saying that our teamwork with the Thunder Bay District Health Unit, has brought both organizations together more than ever -- something that will benefit the community long after the recovery. We are grateful for the support and collaboration of all of our partners, and we look forward to those continued strong connections in the months and years to come.

As we move forward and vaccinations continue to rollout across the Northwest, I am optimistic about our future. As the collaborative development of Strategic Plan 2026 evolves, we can be confident knowing that the lessons, lived experiences and wisdom we have all achieved during this past year will help carry TBRHSC confidently forward. Our future as an institution will instill confidence and pride in anyone who finds themselves here as a team member, a supporter, a volunteer, a patient, or a visitor. We must strive to be stronger than ever.

Many of you have also contributed to our efforts with donations to our Foundation. This support gives us the opportunity to do even more than we would otherwise be able to do. I know you faced challenges of your own during this pandemic, so please allow me to sincerely say thank you for your strength, compassion and commitment to your hospital and its staff. Beyond your giving, know that the kind words you have shared about our frontline staff through emails, billboards, letters to the editor, and on social media are seen and shared often with our staff -- and to say they appreciate your encouragement would be an understatement.

As I conclude, let me say that beginning my tenure as President and CEO in the middle of an unprecedented global pandemic was certainly a unique transition and was not without its bumps; however, it was made smoother by the support of an amazing team from the frontline staff to the Board of Directors. I would like to express by sincere gratitude to everyone who helped me onboard in the role. I look forward to what the future of TBRHSC holds.

Dr. Rhonda Crocker Ellacott
President and CEO
Thunder Bay Regional Health Sciences Centre



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



It's hard to put into words the year we have just experienced at Thunder Bay Regional Health Sciences Centre (TBRHSC). It is no secret that health care in Northwestern Ontario and around the world faced significant challenges brought on by the COVID-19 pandemic.

Our hope is that the worst is behind us and that we are heading towards recovery from this pandemic and all the complications that accompanied it. The loss of life along with the restrictions providing day to day care challenged us with monumental tasks.

I must express my gratitude and sense of pride towards our leaders, physicians, all of our clinical staff and our amazing support staff. They weathered the worst storm of their careers and near the end of it they are weary but standing tall. They provided the best care possible through out this crisis. We admittedly stumbled a few times along the way as the things we faced were new with very little historic data to guide us. We had to figure some things out as we went along. If there is such a thing as a silver lining in all of this, it has been the enormous amounts of lessons and learnings that we can take forward to improve the way we deliver care in the future.

I want to thank my fellow Patient and Family Advisors (PFAs) as they stayed on the ready when needed and worked remotely along with the volunteers. PFAs and volunteers were sent home to keep them safe and to reduce the traffic around our Hospital. 'Safety First' words we live by.

I know we are not completely out of the woods just yet. However, it's time to give a huge thank you to our leaders and all staff. Each one has gone above the call of duty and sacrificed personally so that our region had the best care possible. As always, we will all strive to continue being Healthy Together.

Keith Taylor

Co-Chair, Patient and Family Advisory Council

COVID-19 Incident Management Team



As the Lead of Thunder Bay Regional Health Sciences Centre's COVID-19 Incident Management Team, I am proud to have been part of a dynamic,

diverse and dedicated team of professionals who for almost a year and a half have been answering the call to provide members of our community, and from across Ontario and Manitoba with the highest quality in patient and family centred care.

This year alone we admitted 258 patients suffering from COVID-19 in various stages and presentations of the disease. Of that total, 64 were admitted to ICU for care.

Our team worked countless hours during a global pandemic to ensure that those in need of care got it. It came with sacrifice of time away from family and the pressures professionally and personally were enormous.

It is with great pride that I am able to be part of such an amazing team that answered the call in the face of a raging global pandemic - I count you all as colleagues, family and friends.

Dr. Peter Voros

COVID-19 Incident Manager,
EVP In-Patient Care Programs

Message from the Medical Advisory Committee (MAC)



We faced an incredibly challenging and trying year in responding to the constantly evolving COVID-19 pandemic.

Thunder Bay Regional Health Sciences Centre adopted a number of precautions to minimize the risk of transmitting the virus, including screening of patients and staff, changes to the hospital environment to support physical distancing, enhancing the scope and

frequency of Personal Protective Equipment and hand hygiene. Isolation requirements for the staff were implemented to keep the community safe. Virtual care also enabled patients to safely access the specialized services they needed. Temporary no-visitor guidelines reduced the risk of transmission for patients and staff but took away the patient's comfort. To mitigate this, we enabled virtual visitation to stay in contact with families and loved ones. We dealt with the postponement of elective surgeries and temporarily closed outpatient clinics.

Our Professional Staff have continuously answered the call and gone above and beyond to help protect the health and safety of our community. We served our city, our region, our province and other provinces to care for patients. I am honoured to work alongside my fellow physicians and the many health care professionals at our Hospital. I am also grateful for their courage, dedication and perseverance. Our professional staff and employees were challenged to "plan for the worst - while hoping for the best" and they did exactly that. The teams navigated uncharted waters under extreme pressures and uncertainty - not ever really knowing when and if the tide was going to change. I join others in recognizing the sacrifices they have made, and continue to make, to meet these challenges head-on and ensure patients and their families are able to receive the care they need.

The pressures of providing care during a turbulent pandemic added a tremendous amount of stress on our health care providers, leading many to feeling burnt out. Our professional staff, who are hard-wired to put patients ahead of themselves, their families and other commitments, were not immune to this. It has taken a toll, and it provided an opportunity to learn and improve. We need to ensure that these healers heal from the trauma and the stress that they have been through over the last year and a half.

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. I look forward to continue working together to achieve improved patient satisfaction and outcomes.

Dr. S. Zaki Ahmed

Chief of Staff, Thunder Bay Regional Health Sciences Centre

Thunder Bay Regional Health Sciences Foundation



Despite what was a year that saw so many of us in the community face challenges, the generosity of our donors shone through the adversity, and those seeking care continue to confidently rely on our amazing team of doctors, nurses, staff, and specialists at Thunder Bay Regional Health Sciences Centre (TBRHSC).

Thanks to donors to the Thunder Bay Regional Health Sciences Foundation, over \$3.3 Million in new medical equipment was funded at TBRHSC this year.

The results have been amazing. Donations to the Our Hearts at Home Cardiovascular Campaign have made 24/7 vascular surgery services possible. In the past, amputation rates in Northwestern Ontario were three times higher than the provincial average. Today, TBRHSC can handle 80% of all vascular surgeries, which means less travel, faster care, and better outcomes for our patients. And we're on track to reach 100% as our campaign continues.

As well, TBRHSC is the only site in Ontario to have the new MOSES laser for kidney stone removal. This tool ensures safer, easier surgeries with quick recovery time.

Donations also saw the delivery of portable ultrasound units, often referred to as the "stethoscope of the 21st century". This means doctors can get the images they need without a patient ever having to leave the ICU.

The generosity of our donors even helps patients and members of our community the day they are born. Donations have allowed Labour and Delivery to purchase specialized equipment with some of the same features of an incubator. That means when a newborn needs' to be assessed and the traditional warmer isn't enough, the baby is warmer, more comfortable, and better protected when being seen by one of our doctors or nurses and away from the arms of a parent.

These are only a few of the many, many pieces of equipment that our donors have funded. With their help, TBRHSC can offer even better healthcare to your loves ones in Thunder Bay and across Northwestern Ontario.

Together, for better.

Glenn Craig

Glenn Craig

President & CEO
Thunder Bay Regional Health Sciences Foundation



**Thunder Bay Regional
Health Sciences
Foundation**



Year in Review

Following an unprecedented year, it is important to reflect on the many accomplishments at Thunder Bay Regional Health Sciences Centre. Despite the many challenges brought on by the COVID-19 pandemic, our staff, professional staff and volunteers displayed tremendous perseverance. Their efforts were vital to our Hospital's pandemic response. Thanks to their dedication, patients and families in our community and across the region continued to receive quality care.

- Incident Management Team:** Activated in March 2020 and continuing for nearly 15 months, oversight of the COVID-19 pandemic was managed through an Incident Management System (IMS) structure which assigns specific individuals

to roles outside of the Senior Leadership structure to rapidly respond to the pandemic. This Incident Management Team (IMT), comprised of dedicated individuals and their staff from across the organization met almost daily to ensure effective, comprehensive and consistent implementation of our Hospital's pandemic plan. Their hard work, dedication, and commitment were vital to our Hospital's pandemic response.

- Screening Team:** Early in our Hospital's response to the pandemic, we limited Hospital entrances and introduced COVID-19 screening for all patients and limited Essential Care Partners (ECPs). The Screening team was, and continues to be, a key component of the Hospital's

strategy to limit the spread of COVID-19 and keep our patients, staff, volunteers and the community safe.

- Opening of the COVID-19 Care Unit:** The dedicated COVID-19 Care Unit opened in early April 2020 to allow for an influx of COVID-19 infected patients. Patients confirmed or highly suspected to be infected with the COVID-19 virus were provided care in the dedicated unit.
- Information Technology:** Physical distancing created an unprecedented need to connect people using virtual means. The Information Technology department at our Hospital worked tirelessly to ensure remote access and connectivity for staff, patients and their families.



- Virtual Visitation:** The COVID-19 pandemic reduced our Hospital's ability to offer family and friends the opportunity to visit patients in person. A virtual visitation program, using tools such as FaceTime and Skype, was successfully implemented to replicate visitation by video chat. This helped to ease stress on patients and family members and improve communication.
- Hospital's COVID-19 Assessment Centre takes on Appointment Scheduling for Local Testing:** In August 2020, the COVID-19 Assessment Centre at Thunder Bay Regional Health Sciences Centre took on a larger role in the community's pandemic response. Our Hospital assumed the testing appointments scheduling duties from the Thunder Bay District Health Unit (TBDHU) and became the main contact for booking COVID-19 testing appointments in the community. Testing is an important tool to protect our most vulnerable citizens and helps to contain the spread of COVID-19 in our community. Taking on the appointment scheduling duties streamlined the process and supported our TBDHU partner to focus on helping the community transition safely into the next phase of reopening at that time.
- Confederation College site of COVID-19 Assessment Centre for student and school-related testing:** In October 2020, an alternative COVID-19 Assessment Centre site was unveiled at Confederation College. Located

on campus in the Sibley Hall Residence Activity Room, the alternative COVID-19 Assessment Centre site improved access to COVID-19 testing for students, parents and families, teachers and other school personnel including bus drivers. The collaborative approach to establishing this centre was in response to the exceptionally high demand for testing that has arisen across the province since students returned to school. The development was made possible through collaboration with many partners, including our Hospital, Ontario Health North, the North West Local Health Integration Network, Confederation College, Thunder Bay District Health Unit, Superior North EMS, Lakehead Public Schools, Thunder Bay Catholic District School Board, and CSDC des Aurores boréales.

- New COVID-19 Assessment Centre:** The new COVID-19 Assessment Centre location (on the first floor of the Medical Centre building) at Thunder Bay Regional Health Sciences Centre opened in November 2020. The new location offers a more efficient, sustainable and accessible solution to ongoing COVID-19 testing needs, replacing the temporary Assessment Centre trailer located outside of the Hospital's Emergency Department.
- First COVID-19 Vaccine Administered:** December 22, 2020 was a historic milestone and a turning point in the COVID-19 pandemic. On that

day, Northwestern Ontario's first COVID-19 vaccines were administered at Thunder Bay Regional Health Sciences Centre. The first person to receive the vaccine in Thunder Bay was Sean Bolton, a dedicated Personal Support Worker at Hogarth Riverview Manor.

- Major Milestone in COVID-19 Vaccine Delivery:** The Thunder Bay District Health Unit in partnership with the Thunder Bay Regional Health Sciences Centre and Long-Term Care Homes reached a major milestone in February 2021 with 95% of long-term care home residents in the Thunder Bay District having received the first dose of COVID-19 vaccine and many having received the second dose of the two-dose series. This was a major step towards protecting Long Term Care homes and the residents and staff from the potentially devastating impacts of COVID-19 within these settings.
- Vaccination Team:** Thunder Bay Regional Health Sciences Centre opened its COVID-19 Vaccination Centre in the Bora Laskin Building on the Lakehead University campus in February 2021. Beginning with front-line health care workers and Hospital staff working in high-risk areas before expanding to the rest of the community, the Vaccination Centre staff played a significant role in ensuring the efficient and seamless distribution of the COVID-19 vaccine.

During the past year we celebrated many other success stories, such as:

- Ontario Breast Screening Program:** July 2020 marked 30 years since the first Ontario Breast Screening Program (OBSP) screening mammogram was completed. The success and continuation of the OBSP is a testament to the collaborative efforts of OBSP team members at our Hospital and across Ontario. Here in Northwestern Ontario, one option to access the OBSP is the Screen for Life Coach. In addition to breast cancer screening, the Screen for Life Coach provides access to cervical and colon cancer screening services.
- One of the Most Improved Renal Programs in Ontario:** Thunder Bay Regional Health Sciences Centre was recognized by the Ontario Renal Network (ORN) for being among the most improved Regional Renal programs in Ontario. Our Hospital's Regional Renal Program achieved a high annual growth rate for the Home Dialysis Prevalence indicator. The program's last four quarters average rate grew by 4.2% during the 2019/20 fiscal year, which is the third highest annual relative growth amongst all programs in the province. The program also achieved its target of a last four quarter average rate of 28.5% for the 2019/20 fiscal year. This means that more renal patients in our region are receiving their

dialysis care from home, resulting in improved quality of life.

- Virtual Emergency Department (ED):** Launched in January 2021, the Virtual ED offers same-day virtual assessments with emergency department physicians. The program is available to people living in Thunder Bay and the surrounding area who are older than 17 years of age, have a non-life-threatening medical issue, and either don't have a primary care provider or are unable to obtain timely access to one. The Virtual ED program provides patients with safe, quality emergency care from the comfort of their homes. Virtual assessments are a convenient and accessible care option for patients who qualify, especially at-risk patients who wish to avoid a trip to the hospital and time spent in a waiting room during the COVID-19 pandemic.
- Expansion of Spinal Surgery Program Benefits Patients in Northwestern Ontario:** The expansion of the spinal surgery program was a collaborative approach that included leadership teams from Thunder Bay Regional Health Sciences Centre and Lake of the Woods District Hospital, surgeons, anaesthetists surgical nurses as well as the Northwest Local

Health Integration Network (NW LHIN) and Ontario Health who enabled creative funding models to help clear the surgical backlogs created by the COVID-19 pandemic. The availability of this service for patients in Kenora and the surrounding area takes on greater significance when challenges created by the pandemic such as travel, accommodation and care-giving, especially for children needing surgery are factored in.

- Indigenous Self-ID:** To better serve the Indigenous population in Northwestern Ontario, Thunder Bay Regional Health Sciences Centre adopted a voluntary self-identification process in March 2021 to better understand patients and improve how they are served. The Hospital's objective is to enrich the patient experience, improve health services, identify areas of need in the health care system, and provide data to measure the effectiveness of health care for Indigenous patients. This includes access to interpretation services (in Ojibway, Ojicree, and Cree), access to an Indigenous Patient Navigator, and Indigenous Care Coordinator and discharge planning coordination for a smoother transition to their home community.

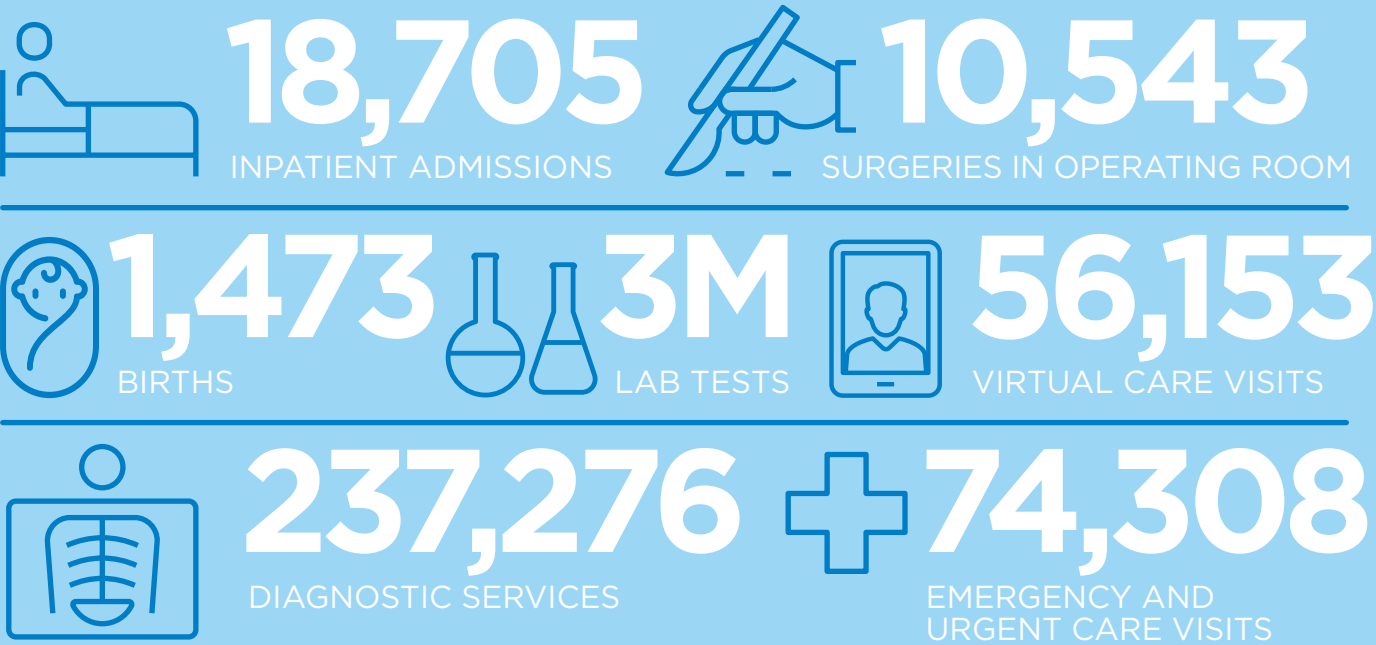
By the Numbers

April 1, 2020 to March 31, 2021

STAFFING



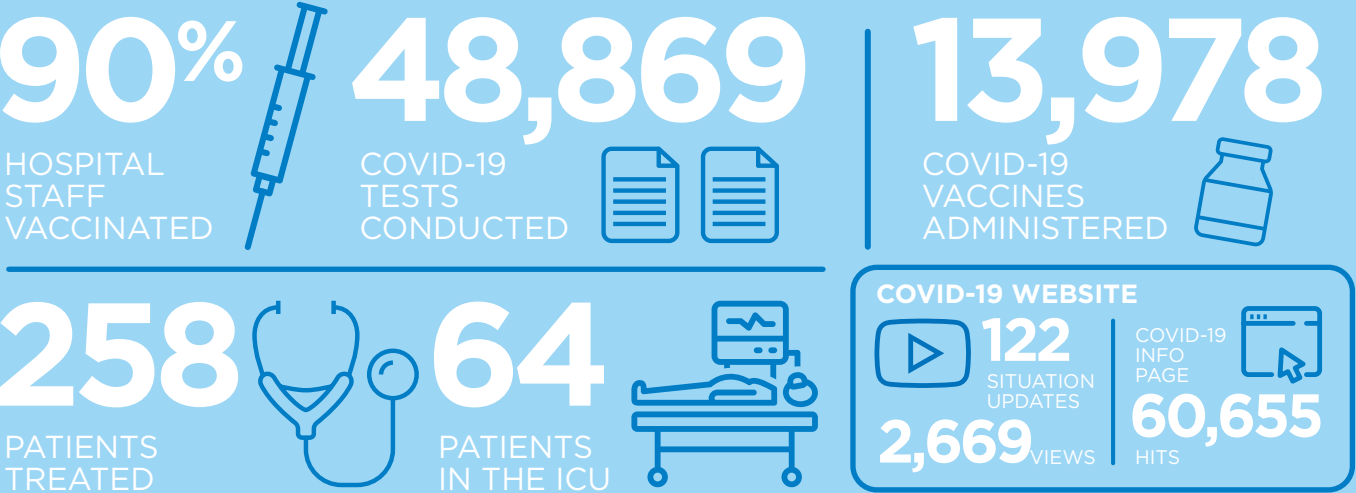
ADMISSIONS & STATS



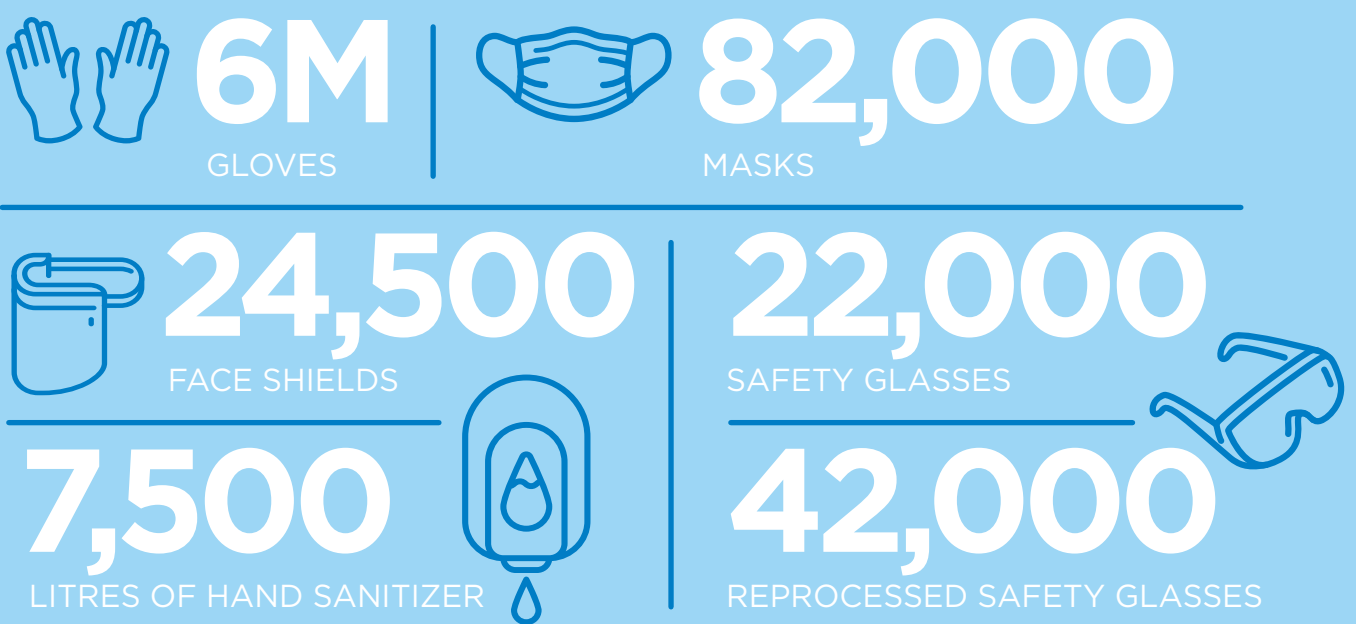
FUNDING



COVID-19



PERSONAL PROTECTIVE EQUIPMENT (PPE)



SCREEN FOR LIFE COACH



DESPITE THE SHORTENED TRAVEL SEASON WITH THE PANDEMIC THE COACH STILL MANAGED TO TRAVEL TO DRYDEN, ATIKOKAN, GERALDTON, NIPIGON MARATHON

Strategic Plan 2026

The Strategic Plan 2026 will be an inspiring and innovative roadmap to guide our Hospital together with the Health Research Institute for the next five years.

We engaged key stakeholders through:

- Interviews with staff, leaders, physicians, external partners, community members and influencers, Hospital Board members, and Research Institute Board members;
- Focus groups from Senior Leadership Council (SLC), two Boards of Directors, Regional CEOs, Staff, Volunteers, Patient Family Advisors (PFAs), general public;
- Public online survey;
- Thought Leader Series with industry leaders from around the world sharing their vision and experience about important topics such as: hospitals without walls; health system thinking; reimagining patient care after

COVID-19; and advancing health care research and innovation, and improve our staff, physician and partners' vision of the world possible.

Through this engagement, the Strategic Planning Advisory Committee has identified key priority areas of focus for our 2026 planning for the Hospital and the Research Institute:

- 1. Patient Experience:** enhancing Patient and Family Centred Care, including seamless transitions in care, patient as partner; delivering a "hospital without walls;"
- 2. Staff Experience:** Comprehensive Health Human Resource and Human Resource strategy to include recruitment, retention, development, wellness, engagement;
- 3. Anti-racism, Diversity, Equity, Inclusion:** for all patients and staff and especially for Indigenous people and marginalized communities;

4. Research, Education, and Innovation: integrated and aligned strategy converging research, care, and education.

5. Advancing Technology: technology and infrastructure renewal, improved patient care and overall people experience;

The 2026 Strategic Plan is scheduled to be completed this summer and a formal delivery of the plan will be presented to the public early this fall.

On behalf of the Hospital and the Research Institute, we thank all of our community and partners for their ongoing commitment to the Strategic Plan 2026. Their participation will have a profound impact on health outcomes in our community and our region. We greatly appreciate the time, energy, dedication, and commitment of everyone who contributed to shaping the future of health care for patients and families in Northwestern Ontario.

To follow our progress and to learn more about the 2026 Strategic Plan simply visit www.tbrhsc.net/strategicplan2026 today.



YOUR IDEAS.

OUR PLAN.

INSPIRED CARE.

We value your input. Visit www.tbrhsc.net/strategicplan2026 to learn more and have your voice heard by completing a short survey.

STRATEGIC PLAN 2026



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

Regional Success Stories

Thunder Bay Regional Health Sciences Centre (TBRHSC) plays a key role in the Northwestern Ontario health care system. The people of Northwestern Ontario rely heavily on TBRHSC and other regional providers for access to specialized services that cannot be accessed within their local communities.

The regional role that TBRHSC provides was magnified during the COVID-19 pandemic, as TBRHSC and other regional providers played critical roles in a system response. Examples include:

- TBRHSC chaired the North West Regional Surge and Outbreak Management Committee, which consisted of Chief Executive Officers from all hospitals in the North West, as well as partners from Home and Community Care and Service Provider organizations. Through this ongoing partnership, TBRHSC worked collaboratively with partners to develop system surge strategies and plans, to ensure that there was sufficient resources and capacity to manage an increase in hospital usage within Thunder Bay and also across the region.
- TBRHSC worked collaboratively with St. Joseph's Care Group (SJCG) and regional hospitals to develop pathways and transfer protocols to ensure critically ill patients were able to access care at TBRHSC when they needed.
- TBRHSC, Riverside Healthcare, Dryden Regional Health Centre and Lake of the Woods District Hospital, worked together as a regional partnership of surgical/

procedural sites, along with North of Superior Healthcare Group, to ensure that the regional-level backlog is being addressed in an efficient and equitable way.

- TBRHSC was a leader in communication and knowledge sharing throughout the pandemic, by sharing communication materials with regional hospital leadership to ensure awareness of policy/practice changes and to provide resources that could be leveraged for local use.

While the pandemic response was a major focus over the past year, there were also a number of regional program successes over the past 12 months that are worth celebrating, including:

- **Regional Informatics** – A Regional Chief Information Officer was hired (who works for all 12 hospitals in the region), initiated Health Information System renewal (including health system approach, not just hospital focused) and implemented regional strategies to address cyber security vulnerabilities across the region.
- **Regional Pharmacy model** – Began implementation of regional model for central mixing of chemotherapy (5 hub mixing sites).
- **Regional Transfer Nurse initiative** - worked with regional hospital and system partners to develop a Regional Transfer Nurse program, which will see the hiring of a regional nurse position funded by all small hospitals, positioned at TBRHSC,

to accept diagnostic imaging treat and return patients from the region. This program will reduce the need to have nurses escort patients from regional community hospitals, which has left hospitals strained for resources in the past and has impacted patient care when nurses have not been available.

- **Regional Integrated Care Working Group** – initiated to advance regional and local Ontario Health Team (OHT) planning; group has developed renewed proposal/recommendations for North West approach to OHTs, which articulates a model of regionally and locally integrated care. Our innovative approach has been endorsed by Ontario Health and the Ministry of Health.

- **Regional Services Committee** – Launched Committee of the TBRHSC Board, comprised of governor representation from all 12 hospitals in the region. The purpose of the Committee is to support, at the governance level, the regional mandate and goals of TBRHSC, SJCG and all regional hospital partners, to advance a more integrated system of care and services that will improve the care experience and outcomes for patients of Northwestern Ontario.

TBRHSC will continue to play an important role as a regional and local provider in the context of health system transformation, including Ontario Health Team development, as a regional provider and a local service delivery partner within the City of Thunder Bay.

Financial Statements

Thunder Bay Regional Health Sciences Centre continues to manage and maintain its financial resources in a responsible, prudent and efficient manner. The total annual funding for fiscal year 2020/2021 was \$428.6 million. The hospital response to the COVID-19 pandemic resulted in standard hospital operating procedures, as well as staffing, surgeries and the usual day to day routines being constantly adjusted throughout the year.

In spite of these challenges, TBRHSC was able to manage these ongoing changes competently with significant financial support from the Ontario government. This included additional provincial COVID-19 funding totalling \$44.5 million and one-time working funds of \$11.4 million.

As a result of this funding and the efficient operations by all levels of management and staff, the hospital will close the year with an \$11.1 million surplus.

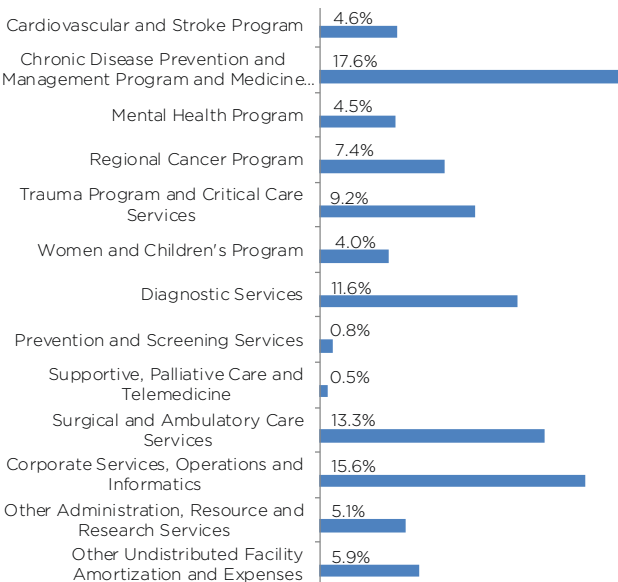
STATEMENT OF FINANCIAL POSITION

March 31, (Amounts in \$ thousands)	2021	2020	2019	2018	2017
Assets					
Current assets	64,561	32,152	35,600	38,085	29,125
Non-current assets	194,125	211,205	220,274	228,829	241,497
Total Assets	258,686	243,357	255,874	266,914	270,622
Liabilities and Fund Balances					
Current liabilities	72,811	54,973	51,682	51,236	46,199
Non-current liabilities	171,403	188,418	198,411	207,088	219,330
Total liabilities	244,214	243,391	250,093	258,324	265,529
Fund Balances	14,472	(34)	5,781	8,590	5,093
Total Liabilities and Fund Balances	258,686	243,357	255,874	266,914	270,622

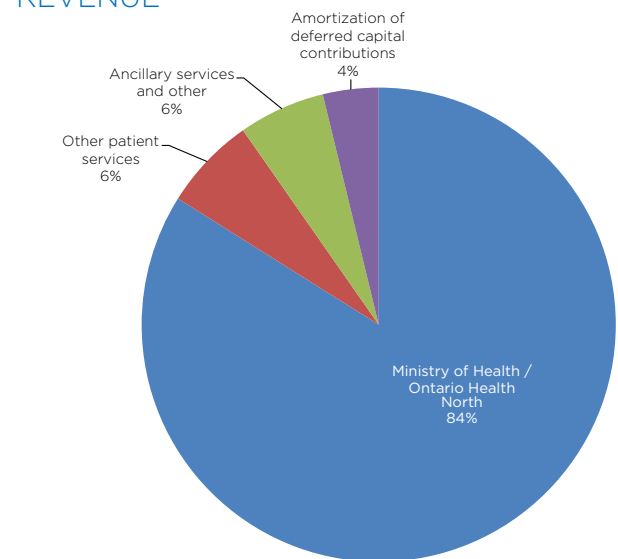
STATEMENT OF OPERATIONS

For the year ended March 31, (Amounts in \$ thousands)	2021	2020	2019	2018	2017
Revenue					
Ontario Ministry of Health / Ontario Health North	348,268	308,162	294,106	281,942	264,078
Other patient services	27,314	32,748	32,528	28,706	27,994
Ancillary services and other	25,302	26,816	23,446	20,762	22,864
Amortization of deferred capital contributions	16,269	17,067	16,632	16,460	16,161
	417,153	384,793	366,712	347,870	331,097
Expenses					
Salaries and benefits	252,650	235,077	223,114	239,284	228,890
Medical, surgical supplies and drugs	84,993	81,860	77,264	42,086	38,133
Supplies and other...	34,853	27,129	26,545	23,592	24,294
Plant operations and equipment maintenance	21,911	20,813	18,778	17,624	17,643
Amortization	23,050	23,204	22,919	23,078	22,587
	417,457	388,083	368,620	345,664	331,547
Deficiency of revenue over expenses for year	(304)	(3,290)	(1,908)	2,206	(450)

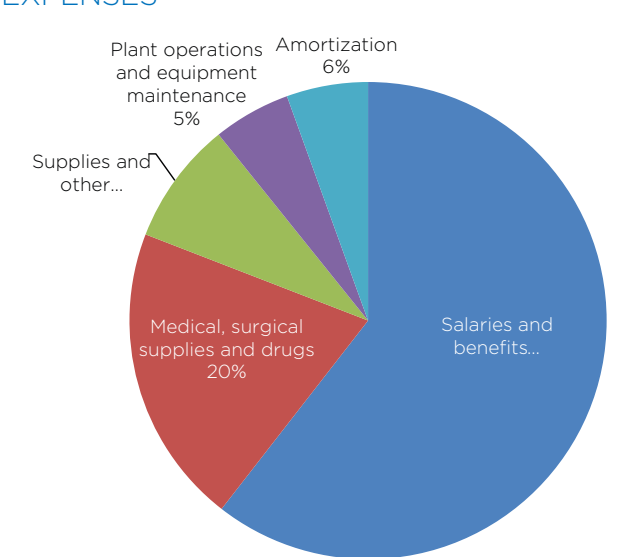
EXPENSES BY PROGRAM AND SERVICE



REVENUE



EXPENSES





**Thunder Bay Regional
Health Sciences
Centre**

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www.tbrhsc.net

healthy
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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.**