

20 YEARS
ANNIVERSARY

Thunder Bay Regional Health Sciences Centre

2023-2024 Annual Report



Thunder Bay Regional
Health Sciences
Centre

Exceptional **care** for
every patient, every time.

Message from the Board Chair and the President and CEO



Hello, Boozhoo, Bonjour.

It has been a year of milestones, momentum and achievements for Thunder Bay Regional Health Sciences Centre (TBRHSC) and our entire health care network in Northwestern Ontario.

Firstly, we celebrated our 20-year milestone anniversary this past February. When the doors opened back in 2004, it felt like a new era for health care in Northwestern Ontario – and as it turns out, that was absolutely the case. Much of the new equipment and programs we have, including the Vascular, Regional Stroke and Regional Surgical Programs are a direct result of bringing together the two original hospitals, McKellar and Port Arthur General, into one Academic Health Sciences Centre. By continually striving for excellence in care for the people of Northwestern Ontario, we have grown into an incredible acute care facility, and we have had many successes as a regional hospital serving an area larger than many European countries. Our Hospital is unique, and we serve a population with the poorest health status and greatest health needs compared to other Ontario regions. We also provide care to many patients who live in remote areas where access to health care may be limited. It is both our challenge and our strength: together, we find the alignment and strategies needed to progress towards our vision.

One timely area where we saw the community advantages of our Health Sciences Centre this past year was during the tail end of the pandemic. Like all regions in Canada, we saw struggle and loss. However, at TBRHSC we were fortunate to get through the pandemic in a position to recover and even thrive moving

forward. As we closed off the year, COVID-19 rates in our community dropped to a level where we could gradually reduce mask use in most areas of the Hospital. All staff members at our Hospital deserve a huge thank you for their dedication, professionalism and patience as we transitioned from pandemic to endemic. A turning point was the closing of our Hospital's COVID-19 Assessment Centre. The establishment of the Centre was a pivotal moment at the beginning of COVID-19 in protecting the health and safety of our staff, professional staff, patients and community. Thank you to all who worked so diligently to keep patients and fellow staff members safer from the spread.

Another area of considerable success and momentum has been our Cancer Care Centre – and huge success for our Cancer Centre's Radiation Therapy department for being recognized with a provincial award from Ontario Health – Cancer Care Ontario. Our team has developed a sustainable infrastructure plan that will enable secure remote treatment planning for people across the region. This initiative will improve treatment wait times while keeping care close to home in Northwestern Ontario for people and families impacted, improving the care experience for our patients.

When it comes to providing better care to diverse populations in our region we were pleased to be supported to create a new Cultural Safety Educator position in partnership with St. Joseph's Care Group. The Cultural Safety Educator works directly with our Indigenous Health Hub and staff, students and volunteers, improving cultural awareness and education across the organization. Additionally, they are part of the team that advances Equity, Diversity & Inclusion initiatives for all equity-deserving groups that access services at our Hospital. This is a positive step toward improving the care experience for Indigenous peoples.

In the spirit of transparency, we have to be clear in saying this past

year wasn't without its challenges. Violence against staff members continues to be a problem. New measures including increased police presence helped us reduce incidents by almost 90%. During April, May, June 2023, we saw 10 incidents versus 80 incidents during the same three months in 2022. However, one incident is still one too many, and we continue to address this serious issue. No one should have to worry about being harmed at work and we will continue to make the safety and wellness of our staff a top priority moving forward.

Health human resources continue to be a challenge throughout Ontario as well as in Thunder Bay. We are proud that we are the first choice of many of our new staff. Our partnerships with institutions including Lakehead University, Confederation College, NOSM U, and many other academic institutions, provide exceptional learning opportunities and in alignment with our Strategic Plan 2026 – we are focused on a positive staff experience to retain, recruit and support the people needed to shape our future.

On the topic of alternative level of care (ALC) - we recognize the critical importance of the right care availability in our region and also appreciate how this can often be an emotional area of concern for families. So, we once again were thankful to see new Ministry funding dedicated to ALC this past year – funding that enabled us to find appropriate level of care for patients and free up Hospital beds for new patients simultaneously. This was achieved by supporting patients to access items they needed to maintain or improve their health or quality of life while providing smoother transitions home; thereby reducing time in the hospital and future acute care admissions. We know there is still considerable work to be done in this area, but this certainly was a positive development for all of us.

The province also supported our Hospital to receive funding to establish a dedicated Infant and

Neonatal Transport Team. Once established, this specialized team will be available 24 hours a day, 365 days a year to deliver timely transport services across Northwestern Ontario to acutely ill neonatal and paediatric patients up to age one. The dedicated team will work in partnership with Ornge and the other provincial neonatal and paediatric transport teams to ensure paediatric patients within our region have their clinical needs addressed more quickly. This is very good news for our community and region.

When it comes to the past year, we can't do this annual report without acknowledging the people of Northwestern Ontario for fueling our fundraising efforts through the Thunder Bay Regional Health Sciences Foundation. Our donors are the true heroes and a huge reason why we have been so successful. Funding for so many equipment purchases and upgrades you'll read about in this report wouldn't have been possible without community and regional donations. We have immense gratitude for that community support – we couldn't do what we do without that support.

Looking ahead another 20 years, we can't predict the future but we can communicate that we are planning for all the challenges and opportunities in front of us and the communities we serve.

Thank you to all who have brought us this far, and who help us continually provide Exceptional care for every patient, every time.

Gord Wickham

Board Chair, Thunder Bay Regional Health Sciences Centre

Dr. Rhonda Crocker Ellacott

President and CEO, Thunder Bay Regional Health Sciences Centre
CEO, Thunder Bay Regional Health Research Institute

Board of Directors

(as of March 31, 2024)

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(Chair)

Pat Lang
(First Vice Chair)

Matt Simeoni
(Second Vice Chair)

John Hatton
(Treasurer)

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(President and CEO)

Dr. Bradley Jacobson
(Chief of Staff)

Adam Vinet
(Chief Nursing Executive)

Dr. Elrasheed Osman
(President, Professional Staff Association)

Dr. Sarita Verma
(NOSM University)

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Charles Campbell

Dr. Andrew Dean
(Research Representative)

Kimberly Ferris

Douglas Judson
(Regional Representative)

Michael Pelletier

James Peotto
(Research Representative)

Joy Wakefield

Community Members:

Christina Brassard

Darlene Furlong

Pauline Mickelson

Message from the Chief of Staff/ Medical Advisory Committee



Hospitals across Ontario, the country, and indeed the world, face staffing challenges due to the lingering effects

of COVID-19. Now, although infection rates remain down and most restrictions have been lifted, we still are grappling with what our future might look like. Staffing remains a crucial priority everywhere.

I'm happy to report that the Thunder Bay Regional Health Sciences Centre has a few aces up our sleeve.

When I speak with some of my provincial colleagues, it's only natural that we compare notes about what's working at our respective hospitals. One thing that was a common discussion with my counterparts is the direct correlation between the support of the community - or in our case, the region - and hospital staffing levels and morale. Our Hospital is among the highest. We all know that cutting-edge technology directly helps improve patient care. What's not so obvious from the outside though, is that new innovations also help improve staff capabilities, and in turn, enthusiasm. It signals to our staff that they deserve the best tools to support them in their professions. This instils faith in our staff, which indirectly has a positive impact on patient care.

Community support then quickly translates into an incredible recruitment and retention tool. Thanks to the community's donations and support through the Thunder Bay Regional Health Sciences Foundation's monthly 50/50 draw, we have some of the best medical equipment. This past year, we upgraded one of our Cath Labs, received a new C-arm for our operating rooms, purchased the homegrown Radialis low-dose positron-emission mammography (PEM), finished installing a new 3T MRI, and will soon have a new PET-CT scanner. And that just scratches the surface. These all have a direct impact on recruitment and retention because the best and brightest health care professionals want to use the best and newest technologies.

New equipment also impacts research and learning. Our professional staff are well engaged in research and learning, which adds to our reputation as an academic health sciences centre and allows even more of our staff and researchers to get funding and conduct studies. Internship opportunities are also increasing at our Hospital. For example, we welcomed NOSMU's first OB/GYN resident in July 2023 through a joint program with the University of Toronto, and we plan to host two urology residents in July 2024.

We are supporting our staff in other ways, as well. Increased funding for health human resources, which we received from

the Ministry earlier this year, aims to increase overall staff health and well-being. We continue to facilitate many cultural sensitivity training sessions for the benefit of staff and patients. These include particularly the outstanding Wake the Giant cultural training sessions, attended by over 750 professional staff.

I would like to personally thank all staff for their commitment, dedication, and professionalism once again this past year in the face of so many challenges - some turning to opportunities. Although we are closer to what would be our pre-pandemic state, our post-pandemic world has made health care delivery much more challenging. I think it's fair to say that much as the pandemic has become endemic, finding our new normal is the challenge and it is something we continue to address each and every day.

We should all be proud of the work that attributes to exceptional care and of the accomplishments made. I look forward to seeing what we can achieve in the year to come.

Dr. Bradley Jacobson

Chief of Staff, Thunder Bay Regional Health Sciences Centre

Message from the Co-Chairs, Patient Family Advisor Council



aspects of care. Congratulations and thank you to both the Patient Family Advisors (PFAs), all staff and professional staff for their efforts in these areas; ensuring the patient will continue to be at the centre of all we do.

In our last Annual Report, we were looking forward to transitioning to the "new normal" at Thunder Bay Regional Health Sciences Centre. I am happy to report that in the last year, we have seen amazing progress.

Implementation of Strategic Plan 2026 continues with progress in all initiatives in year two. Implementation of the plan is on track in all four pillars: Equity, Diversity and Inclusion; Patient Experience; Staff Experience; Research, Innovation & Learning, and Sustainable Future.

Delving further into our Patient Experience progress, the implementation of co-design continues with the completion of a workable definition of a Co-design Framework. The Co-design Framework initiative will ensure patient involvement in planning for their treatment as well as input into all Hospital activities. As well, our patient experience survey data is increasing since the implementation of the new survey platform, Qualtrics. This data is critical for improvement in all

We are also pleased to report on the amazing progress witnessed with the Staff Experience pillar, where much is being done to foster an environment that enables staff to grow and thrive. In year two of Strategic Plan 2026, improvements have begun to the staff environment that support a healthy workplace where staff feel both safe and valued for their amazing work. To improve the work environment and make it safer, the Workplace Violence Prevention Committee continues to make gains. This good work also leads to improved recruitment and retention of new staff. As patients, we understand that positive staff experience leads to positive patient experience and improved patient outcomes.

As Patient Family Advisors, the last year has been marked by a new enthusiasm and passion as we meet together to bring the patient experience to all we do at Thunder Bay Regional Health Sciences Centre. We are excited by our Revitalization Plan, a concentrated effort to recruit PFAs to expand and represent broader patient and

family perspectives. Thank you to our fellow PFAs for all the work they have done over the past year - truly outstanding! Your continued participation makes a huge difference to the patient experience at our Hospital.

This past year has made us incredibly proud to be a part of such an outstanding organization. As we move into the next year, we are excited by the continued sense of purpose exhibited by staff, professional staff, learners and volunteers at TBRHSC. We look forward to the next year as we continue to implement our vision of exceptional care for every patient, every time!

Paul Carr

Co-Chair, Patient Family Advisor Council, Thunder Bay Regional Health Sciences Centre

Cathy Pilot

Co-Chair, Patient Family Advisor Council, Thunder Bay Regional Health Sciences Centre

Message from Thunder Bay Regional Health Sciences Foundation



Doing More

Thanks to the generous supporters through the Thunder Bay Regional Health Sciences Foundation, we are in turn Doing More to support health care in Northwestern Ontario and give our Hospital the equipment it needs – and ensuring they get that equipment faster.

Through the generosity of our donors, it has enabled us to support the Hospital's newest Cath Lab, where state-of-the-art equipment is far more advanced than the previous model in terms of technology, flexibility, and capability. Simple things like a wider range of motion allow our interventional cardiologists to see the heart and coronary system from more angles for a better view. The new technology also offers better cameras and higher resolution displays – all while using lower doses of radiation for safety. Because of the amazing contributions received through our donors, it means we can offer patients more complex cardiac procedures right here

in Thunder Bay closer to home. Through your support, we are also Thinking Bigger. When the Cancer Centre needed to install a third LINAC, it was a great opportunity to also replace the aging PET/CT scanner – and our generous donors helped make it happen. Thunder Bay was one of the first sites in Ontario to use PET imaging in 2008. Today, PET scans can be used for an increasing number of applications including cancer imaging, cardiac imaging, and more. Providing these services close to home is all because of the wonderful support we receive from our donors and the community.

Because of the overwhelming support of donors in Northwestern Ontario, including our popular Thunder Bay 50/50 Draw, We are Dreaming Bigger too. That means we will be able to fund the newest treatments: minimally invasive robotic surgeries, our new homegrown Radialis imaging unit, and continue to help build on the world-class health care services being provided right here in Northwestern Ontario.

Through the contributions of our donors and supporters, we will be able to assist in keeping care closer to home. In the coming months and years, you'll see huge changes to our health care, thanks to the fact that we're Doing More Faster:

- More closer-to-home treatment options, including procedures that would otherwise send patients out of the region
- More cutting-edge equipment and treatment options
- More and expanded programs such as cardiac surgery
- More clinical trials and research

We are Doing More – and Doing More Faster – because of all the generous donors out there who believe better health care closer to home is something we can all support.

We would like to thank our donors once again for your commitment throughout the year and we encourage you to keep supporting the Health Sciences Foundation so that Together, We Can Do Even More.

Parker Jones

Chair, Thunder Bay Regional Health Sciences Foundation Board

Glenn Craig

President & CEO, Thunder Bay Regional Health Sciences Foundation



20 YEARS

ANNIVERSARY



20 Years of Thunder Bay Regional Health Sciences Centre

On February 22, 2004, Thunder Bay Regional Health Sciences Centre (TBRHSC) opened, combining the services of McKellar and Port Arthur General Hospitals and Cancer Care services. McKellar and Port Arthur General Hospitals had merged in 1995 to become the Thunder Bay Regional Hospital, providing acute care for Northwestern Ontario.

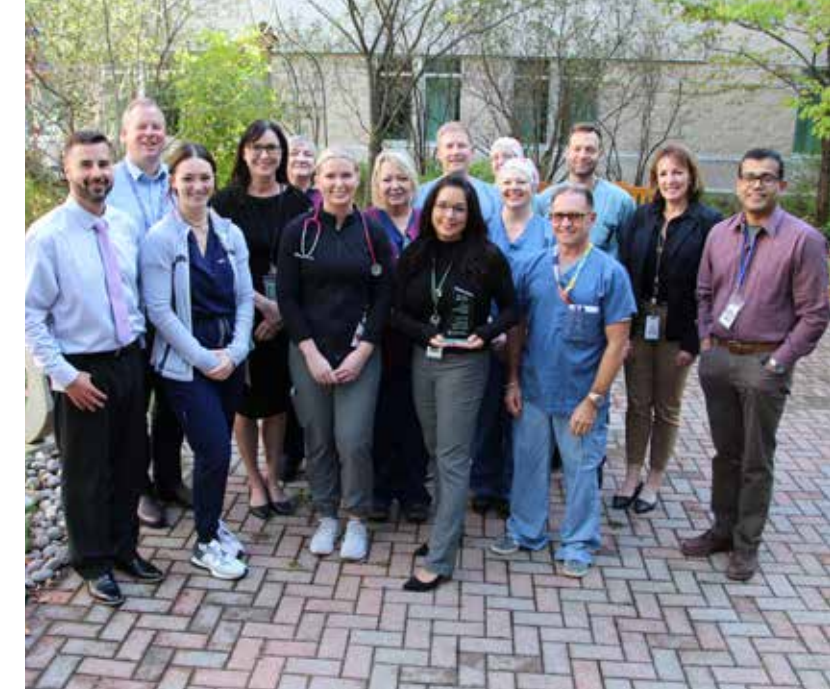
Although the province originally planned to refurbish one of the sites, the community decided to build a new, modern facility. The opening of a state-of-the-art establishment promised a bold new era for health care in Northwestern Ontario.

Since opening in 2004, TBRHSC has expanded in its size, as well as its programs and services. The successes of the past 20 years and those that are certain to come, could not have been achieved alone. For the role that our staff, donors to the Thunder Bay Regional Health Sciences Foundation, community members and partners in health had in building excellent health care in Northwestern Ontario, we thank you.

Visit www.tbrhsc.net/20years for more milestones.



Year in Review



New Partnership to Benefit Breast Screening Patients without Primary Care Provider

A new partnership between Prevention and Screening Clinical Services at our Hospital and Lakehead Nurse Practitioner Led Clinic (LNPLC) will ensure patients without a primary care provider are being screened for breast cancer and will get the follow-up care required in a timely manner.

In the Thunder Bay area, there are over 30,000 individuals without a primary care provider, referred to as unattached patients. Prior to this partnership, unattached patients requiring follow-up from a routine breast screening mammogram would have to facilitate it through a walk in clinic or the emergency department.

With this new partnership, unattached patients who require follow up after having a routine breast screening mammogram at an Ontario Breast Screening Program (OBSP) site in Thunder Bay, now have the option of having it through the LNPLC. These patients are assigned a Nurse Practitioner at LNPLC who receives a copy of the patient's test results and facilitates any necessary additional testing.

As a result, individuals requiring follow-up due to abnormal results will be connected for further imaging and care in a more seamless manner, instead of having to search for a primary care provider through other avenues, such as emergency department and walk-in clinics.

Improving Care through Digital Asynchronous Video Technology

Our Hospital has integrated digital, asynchronous video technology into clinical workflows for surgical patients using technology developed by Health Care Transformation. The goal is to improve patients' experience with access to an online video library that reinforces what they will learn from their health care team regarding pre-operative instructions and post-operative follow up. Patients, caregivers and families can stream modern videos from home at their convenience and in their language.

In the first two months of implementation, the videos have garnered nearly 1,000 views. The feedback has been overwhelmingly positive, including over 97 per cent of respondents conveying they find the videos helpful. These videos also include multilingual captions to serve the diverse Canadian population.

Staff in the Surgical Transitions and Remote Patient Monitoring program have found the videos helpful in preparing patients for surgery, where patients come in better prepared, with questions ready and have the ability to be more self-directed in their health care journey.

Through the asynchronous video analytics, TBRHSC is already tracking improvement in both nurse and patient experience and compliance.

To view the videos, visit bit.ly/TBRHSC-Surgery.

Improving Gynecological Care Pilot Study for Hysteroscopy Suite

The team of OBGYNs at Thunder Bay Regional Health Sciences Centre are constantly working to improve access to high quality care for women and people requiring gynecologic care in our region. Research shows that hysteroscopic procedures under sedation are safe and well tolerated by patients. Dr. Buitenhuis, Dr. Bodkin, and Dr. Power conducted a pilot study to initiate a new hysteroscopy suite in our Hospital. The study showed that:

- 100% of all participants recruited to the pilot project had successful completion of their procedure;
- 93% of participants would recommend the procedure and rated the overall care as very good to excellent;
- 82% of participants reported experiencing minimal to no pain during or after the procedure, and of the patients who reported experiencing a significant amount of pain; and
- 81% of those would still rather have the procedure as an outpatient rather than going to the OR.

The creation of a hysteroscopy suite would reduce wait times for patients waiting for all surgeries, but especially for those patients wanting minimally invasive treatment for heavy menstrual bleeding and for patients waiting for biopsies to rule out cancer.

Reaching New Heights in Organ and Tissue Donation

Ontario Health - Trillium Gift of Life Network (TGLN) presented our Hospital with an achievement award for our dedication to open communication about organ and tissue donation.

The Provincial Eligible Approach Rate Award is an award presented to hospitals who exceed TGLN's target of 90 per cent in having organ and tissue donation discussions with eligible patients and families. This is the first year TBRHSC has received this award, reaching an eligible approach rate of 97 per cent.

TGLN's mission is to save and enhance more lives through the gift of organ and tissue donation in Ontario. In 2022/2023, out of 320 organ donors across the province, TBRHSC supported four, which led to 14 organs donated for transplant and saved 13 lives.

Northern Ontario communities are among the leaders in the province in the number of registrants per capita. Thunder Bay has 53 per cent of its eligible population registered as organ donors, ranking the city in 38th provincially out of 170 communities.

There are more than 1,200 people in Ontario waiting for a life-saving organ transplant. For more information on organ and tissue donation in Ontario, or to register your consent for organ and tissue donation visit www.BeADonor.ca.



Another First for Thunder Bay Regional Health Sciences Centre's World-Class Urology Program

Our Hospital's urology program reached another incredible milestone.

On June 8, 2023, TBRHSC became the first in Canada to perform holmium laser enucleation of the prostate (HoLEP) using MOSES 2.0, the latest innovation in urological laser technology.

MOSES 2.0 is a holmium laser system that can be used to treat benign prostatic hyperplasia (BPH) and kidney stones. In the case of large prostate procedures, the benefits of MOSES 2.0 are a significant reduction in bleeding, anesthesia use, and length of surgery. For treatment of kidney stones, this technology fragments stones faster and more efficiently. There is also a decreased likelihood of ureteral stone migration complications.

Since acquiring the initial version of the MOSES technology in 2020, more than 400 patients have been treated at TBRHSC with enlarged prostates or kidney stones. Patients are successfully discharged on the same operative day, without a catheter or requiring re-treatment.



Cancer Centre Receives Innovation Award for Remote Treatment Planning

Our Cancer Centre's Radiation Therapy Department received a provincial innovation award from Ontario Health – Cancer Care Ontario for their Remote Treatment Planning initiative. This award recognizes significant contributions to quality and innovation in the delivery of cancer care in Ontario.

Each cancer patient coming to our Hospital for radiation therapy undergoes detailed treatment planning prior to beginning their radiation treatment. There is currently a shortage of health care providers who are specifically trained and qualified in radiation planning in North America. In effort to avoid sending patients to other sites for treatment, our Radiation Therapy Department came up with the Radiation Therapy Remote Treatment Planning initiative as a creative solution to these health human resource challenges.

The initiative consists of 1) hiring qualified treatment planners to perform work remotely, so treatment plans could be developed by experienced planners who were living outside of the region and then treatment would happen at TBRHSC's Cancer Centre in Thunder Bay; and 2) the development of workflow, training and infrastructure to ensure seamless execution of these treatment plans.

While introducing the novel solution of remote treatment planning, the Cancer Centre has continued with other strategies to improve wait times including hiring additional radiation therapists, training existing staff to fill these roles, and recruiting support from physics staff.



TBRHSC Takes the Pledge Against Substance Use and Addiction Stigma

Health care staff and the leadership team at TBRHSC came together to celebrate the launch of the Anti-Stigma Campaign, designed to bring awareness to and break down the stigma associated with substance use and addiction.

The campaign will help bring awareness to the negative stereotypes and barriers created by stigmatization by identifying out-dated language around addictions and substance abuse that often is used in conversations. TBRHSC has recognized our responsibility to advocate for change and reduce stigma to foster an inclusive and welcoming environment for all staff, patients, and their families.

As part of the Patient Experience pillar of Strategic Plan 2026, the Anti-Stigma Campaign will define what stigma is within TBRHSC and provide education on the appropriate tools and strategies to ensure staff provide exceptional care to every patient facing mental health and addictions.



Alternate Level of Care

Over the past two years, TBRHSC has supported the earlier and safer discharge of patients with the creative use of the Alternate Level of Care (ALC) Flexible Funding provided by the Ministry of Health. Access to transportation services, medical equipment and devices, and medical supplies, are regular barriers to safe discharges and often cause prolonged and unnecessary acute care admissions. There are often a number of patients that arrive in emergencies without clothing, identification, and medical supplies or they have significant changes to their health and physical functioning.

With the use of this funding, we have been able to transport patients to their home communities earlier, with the use of non-traditional modes of transportation (such as non-emergent ambulance, taxi and bus) that are more appropriate to their medical needs. We have also used the funding to purchase or rent medical devices such as braces, wheelchairs, walkers, CPAP/BiPAP to provide patients with a smoother and quicker transition home or to a rehabilitation unit. In short, the creative use of this funding has allowed TBRHSC to improve patient experience while also focusing on a sustainable and healthy future. This was achieved by supporting patients to access items they need to maintain or improve their health and quality of life and provide a smoother transition home or to rehabilitation/restorative care thus reducing ALC days and future acute care admissions.


By the Numbers


ADMISSIONS & STATS

 **20,313**
INPATIENT ADMISSIONS


 **1,353**
BIRTHS


5,023 INPATIENT SURGERIES
9,218 OUTPATIENT SURGERIES
14,241 TOTAL SURGERIES

 **4,033**
OF PATIENTS AWAITING SURGERY

 **18,986**
SURGICAL DAY CARE VISITS

 **3,454**
CARDIAC CATHETERIZATIONS


95,981 EMERGENCY DEPARTMENT VISITS + **62,613** OUTPATIENT CANCER VISITS
42,106 OUTPATIENT RENAL VISITS + **108,983** OTHER OUTPATIENT VISITS
309,683 TOTAL OUTPATIENT VISITS 

84.6%
AVERAGE INPATIENT OCCUPANCY 

74.7
AVERAGE DAILY ALTERNATIVE LEVEL OF CARE PATIENTS 


 **3.3M**
LAB TESTS

 **15,529**
VIRTUAL CARE VISITS

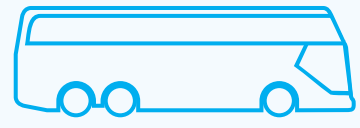
 **284,714**
DIAGNOSTIC TESTS

 **385,830**
PATIENT MEALS SERVED

1.5M 
KILOGRAMS LAUNDERED

 **91.4%**
OF NWO PATIENTS RECEIVE REQUIRED INPATIENT CARE WITHIN NWO

6,553 
TAMARACK HOUSE NIGHT STAYS

SCREEN FOR LIFE COACH 
5,251 MAMMOGRAMS | **823** FECAL IMMUNOCHEMICAL (FIT) TESTS | **1,054** PAP TESTS

STAFFING

3,593 
NUMBER OF EMPLOYEES

 **2,483**
FULL TIME EQUIVALENT

1,000 
LEARNERS

 **674**
PROFESSIONAL STAFF

199 
VOLUNTEERS

13,273 
HOURS OF VOLUNTEER SERVICE

Thunder Bay Regional Health Sciences Centre & Thunder Bay Regional Health Research Institute

Thunder Bay Regional Health Sciences Centre (TBRHSC) is a 425-bed acute care facility and academic health sciences centre. As the only tertiary health care provider in the region, Thunder Bay Regional Health Sciences Centre provides comprehensive care to more than 245,000 people in a region the size of France. TBRHSC teaches the next generation of health care providers and advances medical research through the Thunder Bay Regional Health Research Institute (TBRHRI). Patients benefit from interprofessional teams of dedicated health care providers and access to leading-edge medical technology and clinical trials. TBRHSC is proudly affiliated with Lakehead University, Confederation College and NOSM University.

TBRHSC operates on sacred land. We respectfully acknowledge that we work on the traditional lands of the people of Fort William First Nation. This land is the territory of the Anishinabek Nation and is home to the Robinson-Superior Treaty of 1850. Today, Thunder Bay is the home to many Indigenous Peoples from across Turtle Island and we are grateful to have the opportunity to work together in this community and on this territory. We are committed to embedding equity, diversity and inclusion in all the care, education and research that we do. We believe that our differences are key to our growth as an organization and a community, and to our ability to develop innovative approaches to deliver exceptional care to patients, every time



STRATEGIC PLAN



Exceptional care for every patient, every time.

For the first time ever, Strategic Plan 2026 is a joint plan for Thunder Bay Regional Health Sciences Centre (TBRHSC) and Thunder Bay Regional Health Research Institute (TBRHRI). As the inaugural joint strategic plan, it is the foundation on which significant progress in patient care and health research will be made.

This plan was built on extensive engagement with patients, families, the public, volunteers, staff and health service providers. Updated Mission, Vision and Values statements reflect the input received, while responses were clear that the organizations' philosophy needs to remain the same: patients at the centre of everything we do. TBRHSC is committed to upholding its position as a leader in Patient and Family Centred Care by introducing the principles of co-design into care planning to ensure care better reflects the needs of the patients and families.

Strategic Plan 2026 is an evolution that builds

on the successes of the previous strategic plan, with focused strategic pillars identified during stakeholder consultations, including Equity, Diversity, & Inclusion, Patient Experience and Staff Experience. A clear emphasis on Research, Innovation, & Learning will help prioritize and integrate research efforts, build research capacity and create an environment that better supports research, innovation, teaching, and learning. The strategic enabler Sustainable Future is critical to the organizations' financial health and future success, and includes supporting expansion of digital health, creation of a clinical services plan, advancing partnerships and system integration, and achieving operational sustainability.

With this strategic plan, TBRHSC and TBRHRI will strive for continuous improvement, driven by the needs of the patients and families served, and the commitment to exceptional care for every patient, every time.

For a closer look at our Strategic Plan 2026, check out this video:

https://youtu.be/3C_LFcYeBo8



MISSION:

We provide quality care to patients and families, supported and advanced by research, innovation, and education that is responsive to the needs of the population of Northwestern Ontario.

VALUES:

DIVERSITY

We foster a people-centred environment that is inclusive of all.

COMPASSION

We show empathy, compassion and respect by acknowledging ourselves as learners in understanding the experiences of others, and by considering the needs, thoughts and feelings of those we serve and with whom we work.

EXCELLENCE

We deliver the highest quality service in every encounter and in all our work.

INNOVATION

We embrace continual learning and improvement to drive positive change.

ACCOUNTABILITY

We sustain and reinvest in our mission and communities by wisely planning for and managing our resources.

PHILOSOPHY:

Patients at the centre of everything we do.

VISION:



OUR STRATEGIC DIRECTIONS:

Equity, Diversity, & Inclusion

We all belong

Patient Experience

Empathy, compassion, and respect in every encounter

Staff Experience

This is where we want to work, grow, and thrive

Research, Innovation, & Learning

Driven by the needs of our patients, our staff, and our communities

Sustainable Future Ensuring our Healthy Future

Equity, Diversity, & Inclusion

We all belong

We are strengthening our commitment to Equity, Diversity, & Inclusion (EDI) to ensure we provide the best possible health care experience for patients and families across Northwestern Ontario.

We are taking action to create a culturally safe and compassionate environment for all patients, families, and staff. Initiatives include mandatory cultural safety training related to Indigenous health and EDI to foster an inclusive space for all. This includes ensuring inclusivity of all equity-deserving groups, including Indigenous Peoples and those within the 2SLGBTQIA+ community.

Additionally, to further assist patients and families visiting our Hospital we have partnered with Anishnawbe Mushkiki, and Grand Council Treaty #3 to hire Indigenous Care Coordinators. This partnership will help Indigenous Peoples navigate the health care system and transition back to their home communities by working with local community supports. The Indigenous Care Coordinators are responsible for providing a range of health and mental health navigation, advocacy, discharge planning and support services to Indigenous Peoples accessing health and mental health services while being an inpatient at Thunder Bay Regional Health Sciences Centre.

Outlined in this section are additional examples of the actions that we have taken in alignment with Strategic Plan 2026. The implementation of these initiatives will provide a positive experience for not only patients and their families but also for our staff, to ensure everyone is treated with compassion, respect, and empathy in every encounter.

For a closer look at our Equity, Diversity, & Inclusion pillar, check out this video:

<https://youtu.be/dLIEoOLL8UM>



An EDI View in Everything We Do

To further our commitment to building an environment where we all belong, we are ensuring all policies and procedures are reviewed with an EDI lens by having representatives from the EDI Steering Committee sit on the Policy and Procedure Committee. The goal of this work is to ensure all policy renewals and new policies and procedures have been vetted through the EDI guidelines, and are inclusive and thoughtful across EDI practices. With this change, policies renewed, amended and all new policies, will be sent to the EDI committee to ensure alignment with our strategic priority of embedding Equity, Diversity and Inclusion in everything we do.



Cultural Safety at TBRHSC

A Cultural Safety Educator works directly with our Hospital's Indigenous Health Hub and TBRHSC staff, students and volunteers to improve cultural awareness and education across the organization. The role helps to advance Equity & Inclusion initiatives for other equity-deserving groups that access services at TBRHSC.

The Cultural Safety Educator will support the implementation of the new program Repairing the Sacred Circle: an Indigenous Cultural Awareness and Education Primer. This locally focused content will introduce concepts, in a sharing circle format, related to colonization, race, racism, implicit bias, and stereotypes and how they contribute to health inequities for Indigenous Peoples.

The introduction of a Cultural Safety Educator has proven to be key in building awareness to cultural differences.

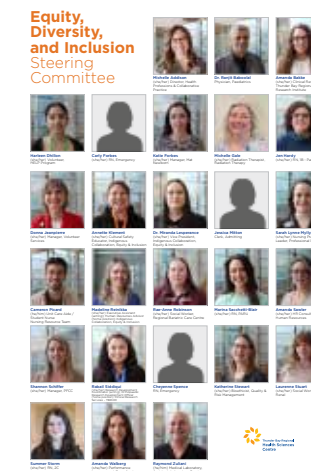
This regionally specific training aligns to our Strategic Plan 2026 - Providing a culturally safe experience for all patients and staff.



National Day for Truth and Reconciliation

Leading up to the National Day for Truth and Reconciliation on September 30, our Hospital's Indigenous Collaboration, Equity and Inclusion portfolio organized various events to honour the Survivors and recognize the importance of Truth and Reconciliation. Events for staff included beading, drumming, and educational opportunities, with an Indigenous Craft and Food Vendor Market open for staff and the public. As part of our commitment to Truth and Reconciliation, and the seven Calls to Action under health, we are continually working towards creating an environment of inclusion, equity and compassion at our Hospital.

Equity, Diversity & Inclusion Steering Committee



TBRHSC has implemented an Equity, Diversity, & Inclusion Steering Committee. This committee includes staff, professional staff, learners and volunteers from across our Hospital, focused on improving experiences for patients and staff through an EDI lens. This Committee was developed in order to foster an organizational culture of EDI by creating and implementing an action plan that will address racism and discrimination that leads to inequities throughout our Hospital.

The Committee is dedicated to ensuring our Hospital is a safe space for all, and focused on improving experiences for Indigenous Peoples and people who identify within the 2SLGBTQIA+ community.

Patient Experience

Empathy, compassion, and respect in every encounter

WHAT WE WILL DO

Treat each person with compassion, respect, and empathy.

HOW WE WILL DO IT

- Develop and implement the framework for co-design.
- Embrace patient-centred communication principles.

WHAT WE WILL DO

Focus relentlessly on quality.

HOW WE WILL DO IT

- Develop an annual Quality Improvement Plan.
- Incorporate quality best practices.
- Review a summary of patient safety events.
- Assess current services through the lenses of consistency, coordination, and transitions.

WHAT WE WILL DO

Become experts in caring for patients with complex care needs.

HOW WE WILL DO IT

- Improve coordination, care, and support for patients with complex health issues.
- Develop a Substance Use and Addictions Strategy.

HOW WE WILL MEASURE IT

- Increase positive patient experience survey results.
- Improve quality of care and reduce preventable harm.
- Improve access, care, and support for patients with complex care needs in collaboration with our partners.



Specialized Care through the Infant & Neonatal Transport Team

TBRHSC has received funding to establish a dedicated Infant & Neonatal Transport Team. This specialized team will be available 24 hours a day, 365 days a year to deliver timely transport services across the North to acutely ill neonatal and paediatric patients up to age one. The dedicated team will work in partnership with Ornge and the other provincial neonatal and paediatric transport teams to ensure paediatric patients within our region have their clinical needs addressed more quickly.

Transport medicine is a new and exciting endeavour for TBRHSC, particularly for this patient population. Use of specialized transport equipment is required along with a significant amount of clinical training and skills building, and extensive aeromedical training. Once developed, the team will be responsible for assisting our small and rural regional partners in the stabilization of acutely ill infants, as well as the delivery of high-quality care throughout the entirety of the transport. These paediatric patients will be transported to a higher level of care, including TBRHSC and/or other tertiary centres as appropriate. This team will also support transportation from TBRHSC to tertiary hospitals as well as can assist with patient repatriation.

Currently, patients often face lengthy transfer times, which often exceed the provincial benchmark. The addition of the TBRHSC Infant and Neonatal Transport Team will ensure paediatric patients within our region have access to quality care in a timely manner and will have a very positive impact on infant health across the North, particularly those in remote communities.



Optimizing Treatment by Advancing Models of Care

At our Hospital, our focus on Patient Experience drives staff to come up with innovative models of patient care. In August of 2023, the Heart Failure Clinic was established as a pilot project that connects patients presenting to our Hospital with heart failure to a rapid access outpatient clinic.

The goal is to optimize treatment, improve quality of care and reduce the rate of hospital admissions or readmissions. In this advanced care model, patients are identified by a nurse practitioner (NP) and cardiologist in the emergency room or if admitted on an in-patient unit to determine the best plan of care. Upon discharge, the team will follow up on the interventions initiated in Hospital through the outpatient Heart Failure Clinic. Though the project is ongoing, the team expects this initiative - providing extensive care coordination and support - will lower Emergency Department visits and optimize care for patients.



Digital Health Solutions for Better Stroke Care

TBRHSC, in collaboration with Aurora Constellations, are providing timely access to treatment for patients who present with a suspected acute stroke in Northwestern Ontario.

The Ontario Centre of Innovation (OCI) announced funding through the Innovating Digital Health Solutions Program (IDHS). The digital health solutions funding is aimed at fast-tracking digital health innovations in Ontario and the work of our Stroke Department resulted in one of the 13 approved projects designed to revolutionize health care delivery across the province.

The funding of this health solution will enable timelier and coordinated care for patients presenting to our Hospital with a suspected acute stroke.



Staff Experience

This is where we want to work, grow, and thrive

WHAT WE WILL DO

Retain, recruit and support the people needed to shape our future.

HOW WE WILL DO IT

- Improve physical and emotional safety, and violence prevention.
- Achieve a safe and just culture that encourages open dialogue.
- Update our current wellness plan.
- Monitor our staff vacancy rates and enhance recruitment processes.
- Implement recruitment processes to reflect Equity, Diversity, & Inclusion.
- Implement an Interprofessional Collaborative Model of Practice.

WHAT WE WILL DO

Support the ongoing development of our current and future leaders.

HOW WE WILL DO IT

- Ensure staff have access to professional development resources and opportunities.
- Implement a leadership development framework.

HOW WE WILL MEASURE IT

- Increase positive staff experience survey results.
- Improve staff engagement.
- Recruit and retain necessary staff.



Roaming Education for Staff

TBRHSC is capturing the interest of staff across the Hospital by fostering education using an innovative approach.

Roaming Education for Staff (REFS) is a three-pronged education and training initiative:

1. **Roaming Education** - where a small group of content experts travel throughout the Hospital to different departments with attention grabbing snacks, followed by a spontaneous education session on the month's topic of choice.
2. **Lunch and Learns** - these opportunities occurred throughout the year to join in on this brief but energized quick learn.
3. **On the Spot Travel** - to different departments where the REFS team provides simulations by running mock codes.

The content is intended to be inclusive to as many professions as possible. Attendees include pharmacists, physiotherapists, occupational therapists, medical radiation technologists (MRTs), registered respiratory therapists (RRTs), nurses, students, residents, housekeeping and staff from health records.

The initiative has enabled a better opportunity for the delivery of education and training for all staff with a goal of improved care for all patients.



2023 Engagement Survey

The 2023 Engagement Survey provided staff and professional staff with an opportunity to deliver feedback on successes and identify areas where improvement can enhance the work culture.

The key areas of focus were a result of over 93,285 unique data points and identified areas that will assist in shaping our culture and having an improved staff experience. The results also show that many staff experience positive work-life balance, teamwork, respect, and diversity – these are the cornerstones we will build upon. The insight gained from the feedback will allow us to build on the successes and make improvements to enhance the work culture.

Building Leaders Leadership Development

TBRHSC has recently partnered with Humber College to introduce the Humanistic Leadership Development Program. This program is designed to support the needs of staff by emphasizing open communication, empathy, and understanding. The program has already garnered significant interest, with more than 50 leaders and emerging leaders registering in the initial two cohorts. Our organization is dedicated to providing opportunities like this one and more to our leaders as part of the professional development aspect of the Leadership Development Program.



Improving Care and Fostering Positivity

The implementation of Quality Huddles have played a pivotal role in driving quality and safety to the forefront, and building capacity at the department level.

Quality Huddles are held once a week at minimum and provide a consistent forum for frontline staff and the interdisciplinary team to discuss patient safety and quality trends, opportunities for improvement and change ideas, support required from leadership, key performance indicators and to celebrate team successes.

The Quality Huddles were first implemented on the seven medical and surgical in-patient units starting in January 2023. Currently, they have expanded to nearly 30 departments (including non-clinical and outpatient areas) with plans underway to expand to potentially 10+ additional departments.

Through 2023, this included greater than:

- 450 huddles held;
- 4000 staff in attendance;
- 750 change ideas generated; and
- 450 change ideas implemented.

Staff are encouraged to highlight ideas that help improve their day and improve the patients' experience. It provides a forum for staff to share their innovative ideas, and the support needed to implement improvements within their department; no matter how big or small.

Preventing Workplace Violence

Our Hospital is committed to advancing the work of the Emergency Department Workplace Violence Prevention Committee and Task Force to advise and implement initiatives, programs and processes. This past year, success of the committee included the ongoing public anti-violence and education campaign, creation of a de-escalation room, recruitment of an Indigenous Patient Navigator with experience working with mental health and addictions and mental health enhancements, including access to a part-time peer support worker and police presence in the department. This project will continue forward with plans to implement a wellness training program facilitated by Canadian Mental Health Association.

Research, Innovation, & Learning

Driven by the needs of our patients, our staff, and our communities

WHAT WE WILL DO

Assess and prioritize our research efforts.

HOW WE WILL DO IT

- Prioritize research and assess current research initiatives.
- Enable opportunities for knowledge translation.

WHAT WE WILL DO

Enhance staff capacity and capability for research success.

HOW WE WILL DO IT

- Recruit researchers to address staffing gaps.
- Retain current staff and mentor new researchers.
- Establish an evaluation framework.

WHAT WE WILL DO

Create an environment supportive of research, innovation, and learning.

HOW WE WILL DO IT

- Encourage staff to lead and participate in research, innovation, and learning.
- Support continuous education and professional development.

HOW WE WILL MEASURE IT

- Increase patients enrolled or involved in research studies.
- Increase number of research publications, grants, and external funding.
- Increase number of learners.



The Cyclotron and Radiopharmacy Facility

Currently, TBRHSC's Cyclotron and Radiopharmacy facility is providing the residents of Northwestern Ontario with PET radiopharmaceutical (called FDG). FDG is used in the PET/Nuclear Medicine program for patient care at our as well as providing a research facility to produce new radiotracers, biomarkers and unique isotopes.

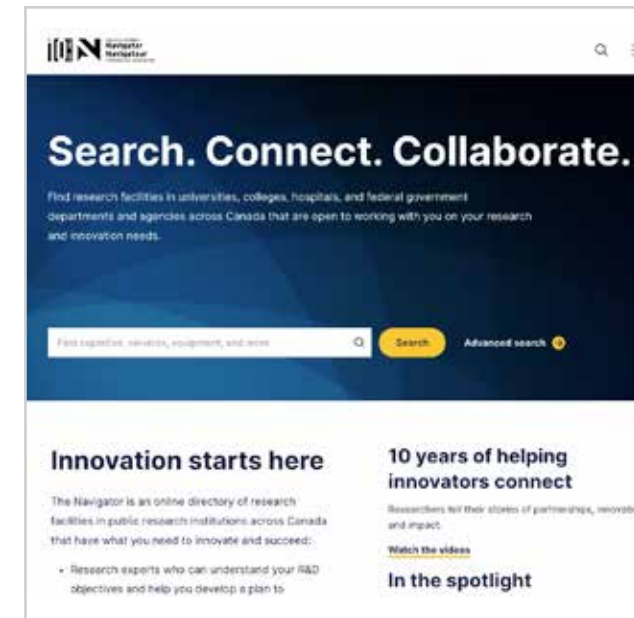
Unfortunately, the FDG is a short-lived radiopharmaceutical and cannot be transported over long distances.

To expand our use for areas affected by distance, we have formalized a collaborative research and development agreement with IsoSolutions.

The new partnership will enable the facility to develop and market long-lived radioisotopes that can also be transported over long distances to national and international research and clinical facilities. The funding of the project will allow growth of the facility by adding equipment and resources to develop long-lived isotopes.

The funding partners include IsoSolutions, the Northern Ontario Heritage Fund Corporation and Federal Economic Development Agency for Northern Ontario.

This research and development project has significant potential impacts to our 2026 Strategic Plan's Research, Innovation and Learning pillar.



Research Collaboration and Opportunities

The Research Facilities Navigator provides opportunity to extend our reach within the research realm and work with others looking for novel research and innovation opportunities. Thunder Bay Regional Health Research Institute is now listed within this registry, promoting the facilities and services available.

The Navigator, created and managed by the Canada Foundation for Innovation (CFI), is an online searchable directory of facilities in public research institutions across Canada. It provides opportunities to connect with researchers and industry leaders.

For us, this resource will also provide students and potential future employees with access to information about the health research facilities in Thunder Bay. This platform will impact our strategic directions of Research, Innovation and Learning by facilitating new research connections and Staff Experience by improving recruitment and engagement.



Research and First Nations Principles

The Fundamentals of OCAP® training course will be provided for the members of the Hospital's Research Ethics Board, as well as select research staff.

OCAP® stands for ownership, control, access, and possession as it relates their data and information. The Fundamentals introduces the OCAP® principles in a welcoming and culturally engaging way and takes learners on a journey through the importance of First Nations ownership, control, access, and possession of First Nations data.

This training furthers our organization's commitment to equity, diversity and inclusion by ensuring those involved in research oversight and implementation understand the expectations of our Indigenous patients, staff and community members.



Sustainable Future

Ensuring our Healthy Future



WHAT WE WILL DO

Advance digital health to improve patient and staff experiences.

HOW WE WILL DO IT

- Secure and implement the electronic health record.
- Determine required data systems.
- Implement a plan to meet information needs.

WHAT WE WILL DO

Advance Partnerships and System Integration.

HOW WE WILL DO IT

- Advance existing regional partnerships and programs.
- Pursue strategic partnership and integration opportunities.
- Be a voice and advocate for the needs of our entire region.

WHAT WE WILL DO

Develop a Hospital Clinical Services Plan to clarify our acute care and academic mandates.

HOW WE WILL DO IT

- Determine which current services are consistent with our mandates.
- Estimate our short and long-term service demand.

WHAT WE WILL DO

Achieve Operational Sustainability and Accountability.

HOW WE WILL DO IT

- Create an accountability framework.
- Provide training and supports to improve accountability.

HOW WE WILL MEASURE IT

- Prioritize our services and find operational efficiencies.
- Increase partnerships to improve and integrate care for patients.

Employee Time Keeping and Scheduling System

TBRHSC embarked on a new era of workforce management with the implementation of a new employee time keeping and scheduling system. This new system provides managers and employees with direct access to the time and attendance information they need, in real-time.

The project went live early in 2024, with opportunities for managers and staff to learn about the new system and specific user roles. This initiative aligns with creating a better staff experience and provides efficient processes for managers and staff for scheduling.

Digital Health

TBRHSC is committed to advancing digital health to improve our patient and staff experience and to enhance operations. With input from 1200 participants, our Digital Health team has established a forward-thinking “Digital Health Strategic Roadmap and Vision”. The approval phase is now complete.

Digital Health Phase 1: TBRHSC continues to work with our partners including Ontario Health Teams to create a true regional Health Record for timely access to clinical data and provide care across the care continuum.

Roadmap and Beyond: TBRHSC has been named the Lead for the North West Ontario Regional Cyber Security Operations Centre and is working with our partners to improve security of our health system. The Decision Support and Business Intelligence teams have already created a new actionable Data Flow Dashboard.



Ontario Health Teams and Regional Specialized Services Network

The Ontario government announced funding support to Ontario Health Teams (OHTs) in November 2023. As a part of this, our region will receive \$1.5 million to support regional work for the advancement of a truly connected system of care across the four OHTs in our region.

Thunder Bay Regional Health Sciences Centre, alongside St. Joseph's Care Group and other regional providers and academic partners, are working together to provide support to the OHTs through the Regional Specialized Services

Network in the areas of network leadership, project management, change management, decision support, Indigenous resources, digital health, and research and analytics supports.

The Regional Specialized Services Network will utilize this funding to ensure coordinated approaches for planning and delivering regional specialized services.

These services are required to ensure the full continuum of care is available to the OHT population, to advance regional enablers (i.e. digital

health, population health, data/management, etc.) and to provide support and scale to the region for functions that are not reasonable and feasible to do at a local/OHT level.

Specifically, the Regional Specialized Services Network will support Integrated Clinical Pathways for Lower Limb Preservation, Chronic Obstructive Pulmonary Disease and Congestive Heart Failure, as well as various primary care and regional digital initiatives that will support better connected care across Northwestern Ontario.

Strategic Plan 2026 Year 2 Progress Report

Overall Status Report

For the second year, we have made significant progress on all of our strategic priorities that are represented across all of our strategic pillars.

As we get further along in the strategic plan, we do have some projects that are tracking slightly behind. Through our annual review process, we have refined work plans and timelines to ensure deliverables will be met. We anticipate all will be completed within the duration of the strategic plan.

On Track

Slightly behind schedule

Significantly behind schedule

Equity, Diversity & Inclusion

On Track
4 initiatives underway
1 complete

Patient Experience

On Track
5 initiatives underway

Staff Experience

On Track
5 initiatives underway

Research, Innovation & Learning

Slightly behind
3 initiatives underway

Sustainable Future

On Track
2 initiatives underway

Slightly behind
2 initiatives underway

Strategic Indicators Year 2 Performance

Exceeding target for the number of patients and staff who self-identify as Indigenous. Have adjusted target for Year 3.

Measured experience ratings for Inpatient and Emergency Department patients on "experience, views and beliefs acknowledged". For Year 3, have set a target of improvement over previous year.

Measured baseline results for overall positive experience ratings for Inpatient and Emergency Department patients. For Year 3, have set a target of improvement over previous year.

Measured baseline results for repeat visits to the Emergency Department for targeted complex medical conditions. For Year 3, selected target population and set a 5% improvement target.

Exceeding targets for measured reduction of patient harm.

At or better than target

Slightly below target

Considerably below target

Measured baseline results for overall staff experience through employee and professional staff survey. For Year 3, will set improvement target for follow up survey.

Below target related to the number of investigator-initiated research studies informed by NWO population needs and applied to care. Indicator does not appropriately reflect intended results and significant research activity, and will be updated in Year 3.

Developed new indicator to measure the number of patients made aware of, and participating in, research opportunities - to be launched in Year 3.

Ongoing financial challenges. While we ended the year in a positive financial position we did not meet our ambitious goal related to percent operating gross margin.

Increased partnerships to improve and integrate care for patients. Exceeding targets for the proportion of patients aligned with regional programs/services.

Our Plan Forward Years 3 - 5

Based on our Annual Review cycle, we have made some minor refinements to project timelines and scope. We are excited to launch our upcoming strategic initiatives.

	2022/23				2023/24				2024/25				2025/26				2026/27				2027/28			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategic Directions / Enablers & Projects																								
Equity, Diversity & Inclusion (EDI)																								
EDI Steering Committee Development																								
Truth & Reconciliation Call to Action Principles																								
EDI Policy & Procedure Review & Adjustment																								
Cultural Safety Training for Staff																								
EDI Physical Environment Review																								
EDI Experience Sharing to Build Understanding & Respect																								
Indigenous Recruitment, Education Support & Related Strategies																								
Patient Experience																								
Seamless Transitions - Assess & Improve																								
Implement Substance Use and Addictions Strategies																								
Evolve Patient & Family Centred Care Using Co-Design																								
Focus on Quality																								
Support Improved Coordination & Support for Frequent Users																								
Staff Experience																								
Staffing, Vacancy Reporting & Recruitment																								
Enhance Leadership Development																								
Value Based Recruitment																								
Implement Healthy Workplace Strategies																								
Organizational Workplace Violence Prevention																								
Design & Implement Interprofessional Collaborative Model of Practice																								
Implement Strategies to Support a Safe & Just Culture																								
Research, Innovation & Learning																								
Research Prioritization & Operationalization																								
Researcher Staffing & Recruitment																								
Establish a Culture to Support Learning & Professional Development																								
Sustainability																								
Digital Health - Shared Vision, Electronic Health Record, and Ongoing Development																								
Build and Enhance Regional Partnerships																								
Develop Clinical Services Plan to Project Future Service Demand and Required Capacities																								
Develop Framework and Strategies to Support Sustainability & Accountability																								

Ensuring Accountability, Alignment and Focus

- At the initiation of SP2026, we implemented an annual review cycle to ensure that we regularly seek and consider data and feedback to guide our plan.
- Near the end of Year 2, we conducted stakeholder engagements and an annual scan of the environment to ensure our plan is still relevant and focused as we proceed.
- The annual review resulted in the following findings and recommended refinements:
 - Directions and initiatives remain relevant - no significant changes, other than timelines.
 - 1 initiative now complete and several nearing completion.
 - Continue communication and engagement efforts, internally and externally - celebrate successes!
- Robust feedback was provided by stakeholders and partners related to partnership opportunities/ enhancements, community and regional needs, communication and engagement, etc. All feedback has been noted and is being considered by Project Teams for ongoing implementation.

Our Cascading and Monitoring Plan

Senior Leadership

- Monthly progress reports and monitoring
- Quarterly deep-dive sessions (Strategic Performance Review Session)

Management and Staff

- Bi-weekly Strategic Alignment meetings + Monthly Town Hall updates
- Director and manager-led discussions and monitoring with teams
- Quarterly performance debriefs
- New: Quarterly "Celebrating Our Progress" poster updates for staff**

TBRHSC & TBRHRI Boards

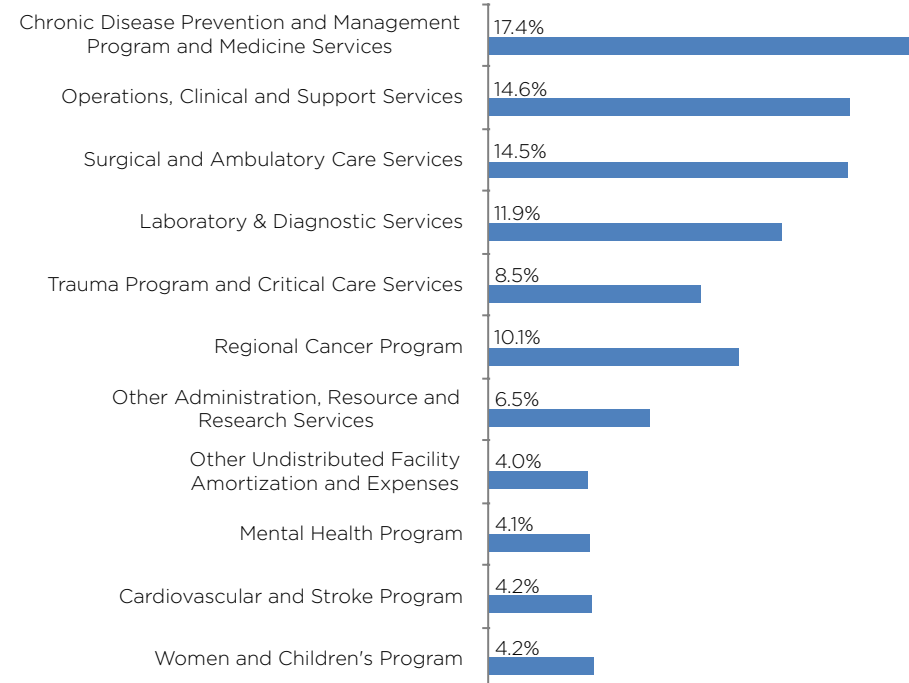
- Quarterly reporting
 - SP2026 Strategic Scorecard (10 strategic indicators and project status reports)
- Annual environmental scan, partner engagement, initiative and indicator refinements

Annual Community Partner Session

Financial Statements

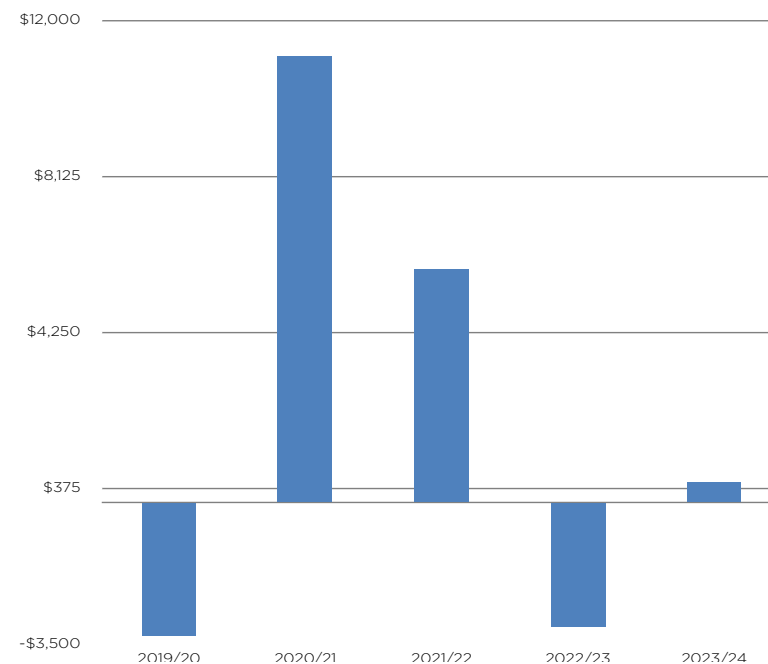
Thunder Bay Regional Health Sciences Centre (the Hospital) continues to manage and maintain its financial resources in a responsible, prudent and efficient manner. The total annual revenue for fiscal year 2023/2024 was \$491.8 million. Inflationary pressures continue to result in increased operating costs for the provision of safe care to patients. The Hospital continues to receive significant support from the Ministry of Health to address both service and financial pressures. With the Ministry of Health's support and other additional one-time funding received, the Hospital will close the year with a consolidated \$506,486 surplus.

Expenses by Program and Service



History:

Excess (deficiency) of revenue over expenses (in thousands)



Financial Statements

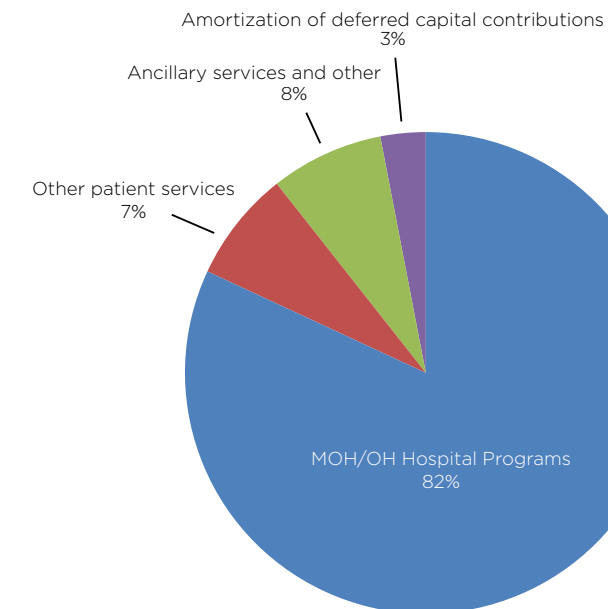
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

March 31, (Amounts in \$ thousands)	2020	2021	2022	2023	2024
Assets					
Current assets	32,152	64,561	59,235	68,496	83,047
Non-current assets	211,205	194,125	188,224	185,031	192,531
Total Assets	243,357	258,686	247,459	253,527	275,578
Liabilities and Fund Balances					
Current liabilities	54,973	72,811	64,248	79,429	102,223
Non-current liabilities	188,418	171,403	161,031	154,442	152,473
Total liabilities	243,391	244,214	225,279	233,871	254,696
Fund Balances	(34)	14,472	22,180	19,656	20,882
Total Liabilities and Fund Balances	243,357	258,686	247,459	253,527	275,578

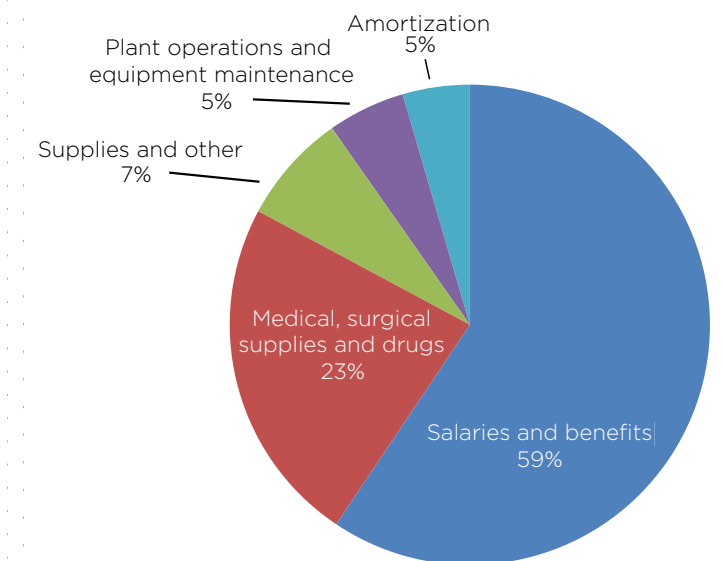
CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31, (Amounts in \$ thousands)	2020	2021	2022	2023	2024
Revenue					
Ontario Ministry of Health / Ontario Health North	308,162	348,268	353,986	358,197	402,880
Other patient services	32,748	27,314	33,530	31,728	36,662
Ancillary services and other	26,816	25,302	32,112	34,459	37,330
Amortization of deferred capital contributions	17,067	16,269	15,763	15,229	14,914
	384,793	417,153	435,391	439,613	491,786
Expenses					
Salaries and benefits	235,077	252,650	252,056	256,661	291,765
Medical, surgical supplies and drugs	81,860	84,993	94,090	104,982	115,209
Supplies and other	27,129	34,853	37,112	34,241	36,476
Plant operations and equipment maintenance	20,813	21,911	23,746	24,474	25,617
Amortization	23,204	23,050	22,592	22,320	22,212
	388,083	417,457	429,596	442,678	491,279
Excess (deficiency) of revenue over expenses for year	(3,290)	11,106	5,795	(3,065)	507

Revenue



Expenses





Exceptional **care** for
every patient, every time.



Thunder Bay Regional
Health Sciences
Centre

980 Oliver Road
Thunder Bay, Ontario
Canada P7B 6V4
(807) 684-6000



www.tbrhsc.net

