

# PERFORMANCE Report

2003-2004

## Our Mission

Patient care is our focus. We provide excellence in acute health care teaching and research in Northwestern Ontario.

## Vision

Our vision is to deliver world-class health care.

## Nursing Excellence at Thunder Bay Regional Health Sciences Centre

TBRHSC values its nurses and recognizes that they are instrumental in providing the quality of care that patients need and deserve. We work together with our nursing staff to foster a professional environment that supports nursing excellence. The past year has been an exciting one for nursing at TBRHSC and the following incentives have enhanced both nursing work-life and patient care:

- The implementation of the Total Patient Care delivery model; Total Patient Care assigns each patient one nurse who is responsible for his or her daily care.
- The enhancement of the Registered Practical Nurse's "scope of practice" to allow them to work collaboratively with Registered Nurses to deliver quality patient care.
- The creation of an environment that promotes leadership and professional growth through preceptorship and leadership workshops as well as continuing clinical education.
- The opportunity for front-line nurses to be involved in decision-making and in advancing the profession of nursing by becoming part of the Nursing Practice Team (representatives of each Patient Care Unit will be part of the Team).

Nurses at TBRHSC are committed to continually improving their practice and the quality of patient care through life-long learning and professional development. Many nurses have obtained Canadian Nurses' Association specialist certificates in one of 17 fields including, Critical Care, Perinatal, Perioperative, Cardiovascular, Emergency, Psychiatric, Neuroscience, and Oncology Nursing. Nurses are also pursuing graduate degrees in the areas of Clinical Nurse Specialist, Nurse Practitioner, and Education and Management.

We are proud of the professional nursing community at TBRHSC. We add to this community each year by hiring graduating nurses from Confederation College and Lakehead University. This year we hired 49 local graduates.

Our vacancy rate averages 2%, compared to the provincial average of 9%. As we continue to explore ways to enhance nursing services, we anticipate that TBRHSC will be the hospital of choice for nurses!



## Cancer Care Integration Improves Services

On January 1, 2004, Northwestern Ontario Regional Cancer Centre integrated its operations with the Thunder Bay Regional Health Sciences Centre to create a comprehensive ambulatory and in-patient cancer control program for our region. Regional Cancer Care offers innovative world-class cancer care services within a comprehensive cancer control system (prevention, early detection, diagnosis, treatment, and supportive care).

For the first time in the province's history, cancer patients in Thunder Bay, under the care of an oncologist, receive their CT scans in a cancer care facility. Since March 22, 2004, the dual purpose CT has been used to scan more than 300 cancer patients and allows a rapid turn around time for reports and treatment decisions. The results are that 70% of cancer patients' CTs are now being reported by Radiologists within 24 hours. This initiative is part of an overall strategy to improve patient care.

This new environment permits greater cooperation between surgeons, oncologists, and the multi-disciplinary team. Since surgical intervention is required by 83% of all cancer patients and many require more than one type of treatment for their disease management, integration ensures that necessary medical procedures are recommended in a timely manner.

We highly value:

- Care and service based on compassion and respect
- Our staff, physicians,volunteers and partners
- The dignity and diversity of individuals
- Honesty, openness and trust
- Life-long learning, innovation and discovery
- Professional and ethical practice



## World-Class Facilities Attract New Specialists

Our innovative world-class health care, teaching, and research facilities are heightening physician specialists' interest in Thunder Bay Regional Health Sciences Centre. Since January 2003, 42 specialists have visited our community and four critical care physicians have joined our staff.

Interest has been expressed in some specialties where we lack operational and/or human resources. We are actively involved in discussions with the Ministry of Health and Long Term Care to address our chronic under-served status and to accommodate the academic human resource needs of the new Northern Ontario Medical School.

We continue to experience a significant shortage of family physicians in our community. Consequently, Thunder Bay Regional Health Sciences Centre supports the City of Thunder Bay in its efforts to recruit family physicians.

The graph below depicts a summary of specialist recruitment for the past five calendar years.



## Volunteers Make a Difference!

Volunteers contribute to TBRHSC in many ways. They provide services that help patients, visitors, and staff; participate on committees and boards; plan special events; and contribute financially. An active core of volunteers is one way that we promote our values of compassion and respect and make patient care our focus. Each of the partnership organizations has volunteers that contribute to the viability and success of the entire Centre.

Volunteers also eased the transition to our new hospital site. They provided enormous assistance before and after the move.

### Pre-Move:

- 80 volunteers assisted with new site orientation sessions
- 15 volunteers packed and unpacked the offices, gift shops, and craft rooms
- 40 volunteers participated in the mock moves
- 40 volunteers helped with the patient move

### Post-Move:

- 70 volunteers staff the Information Desk
- 60 volunteers staff the new Gift Shop
- 48 new volunteers have been recruited since February 1, 2004.

## Patient Care is Our Focus

The Hospital Report 2003 allowed Thunder Bay Regional Health Sciences Centre to compare our performance provincially in several areas including patient satisfaction. The quarterly patient satisfaction reports identified areas of excellence and opportunities for improvement that are of particular importance to patients. At the suggestion of our patients, we focused on improving interactions and communication with patients and families. As a result, we increased our scores for courtesy. TBRHSC will continue to improve all aspects of patient care as part of its commitment to respect the dignity and diversity of individuals. Our next challenge is finding more time to answer patient questions and allay their anxieties.



## Key Design Features Enhance Infection Prevention and Control Strategies

Preventing and controlling disease is an integral part of ensuring quality patient care. TBRHSC has incorporated leading edge technology and new facilities and equipment to make us a world-class health care centre. Some of our safety measures and controls include:

- Specially designed “negative pressure” air handling systems that safely vent air from the building to the outside through separate, highly filtered ducts. This prevents harmful airborne bacteria and viruses from recirculating. There are at least two of these rooms per Patient Care Unit, as well as in the ER, ICU, and Recovery Areas.
- Additional washroom facilities (no more than two persons share bathroom facilities) to reduce the risk of transmitting infections.
- Additional hand washing sinks and wall-mounted hand sanitizer stations. Hand hygiene is recognized as the best way of preventing the spread of infection.



## Single Hospital Site Yields Improved Services and Greater Efficiency

The creation of a single TBRHSC site has improved services and made daily operations more efficient. Nutrition and Food Services new production system has streamlined procedures and improved the quality of meal services. This will save approximately \$500,000 annually. As well, our new state-of-the-art power plant has dramatically improved TBRHSC's operating flexibility. It has also allowed personnel to be reallocated to maintenance activities to ensure that the new site is appropriately staffed. Other areas that have improved and enhanced services include:

- Supply Processing and Distribution
- Accounts Receivable and Cashier Office
- Security Services
- Housekeeping Services
- Material Distribution

Other opportunities are being explored as we become more familiar with the operation of the new site.

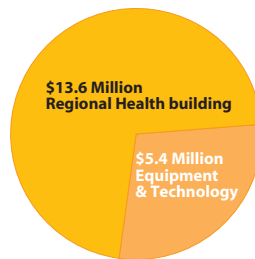


## Partners in Health Care

### Thunder Bay Regional Health Sciences Foundation

The Thunder Bay Regional Health Sciences Foundation (the Foundation) raises funds for the Regional Health Sciences Centre and has successfully raised \$19 million dollars since 1998. The Care Beyond Compare campaign raised \$16.6 million for the building of the new Regional Health Sciences Centre, including the purchase of the M.R.I., C.T. Scanner and a Picture Archiving Computer System (PACS). Recently, an additional \$2.4 million for much needed equipment was given to assist with patient care.

The Foundation will continue to partner with the community and region to raise funds for the equipment and technology needs of Regional Health. The Foundation and Regional Health are grateful for the generosity of our donors and their commitment to ensuring quality health care.



\$19,000,000.00 - Total raised for equipment and the building of the Regional Health Sciences Centre

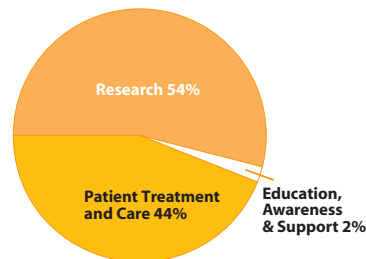
### Northern Cancer Research Foundation

100% of the gifts to the Northern Cancer Research Foundation (NCRF) stay in Northwestern Ontario and are directed to regional cancer care to benefit local residents. The NCRF funds three major areas of cancer care; medical equipment purchases for treatment and research, a wide spectrum of cancer research and education and awareness for patients and the public.

As of October 2003, NCRF has granted over \$4.8 million for cancer care, research and education. Through a grant approval system, the NCRF ensures that the community's funding is invested wisely to maintain and support cancer care in Northwestern Ontario.



NORTHERN CANCER  
RESEARCH FOUNDATION



\$4,781,299.65 - Total Grants distributed to October 2003



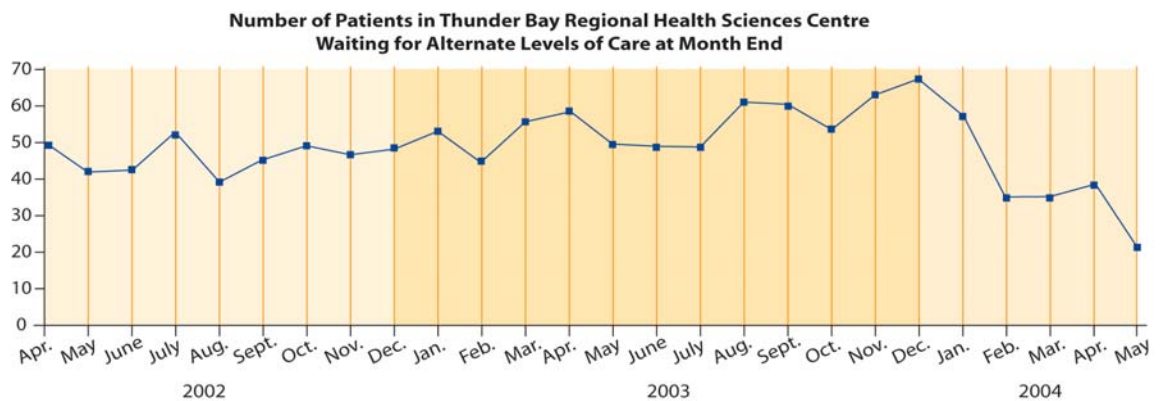
## Improving Access to Acute Care

Ensuring access to acute care is a complex challenge for health care providers across the country. Thunder Bay Regional Health Sciences Centre faces unique challenges due to the vast geographic region that it serves. Patients often wait in TBRHSC for alternate care in Rehabilitation, Long Term Care, Complex Chronic Care, and transfer to tertiary centres for cardiac surgery. There is also a shortage of family physicians in the community.

TBRHSC participates in many initiatives, along with other health care partners, to find solutions to the pressures on the system. The most notable examples are:

- The Ministry of Health and Long Term Care's approval to open 60 temporary long term care beds at the McKellar site in February 2004
- The District Health Council's 2004 comprehensive study of Alternate Level of Care (ALC) patients

The graph below demonstrates the number of Alternate Level of Care patients over the last two years. Since the temporary Long Term Care beds were opened, the number of ALC patients and the days waiting have decreased significantly.



Despite our efforts, there are days when there are a high number of admitted patients waiting in the Emergency Department. To alleviate the situation, all available beds within the organization are used. When those efforts are not sufficient, the Emergency Department is restricted to regional referrals except severe trauma and strokes and consideration is given to cancelling elective procedures. However, during these periods, specialty units such as, Intensive Care, Paediatrics, Obstetrics, Neurosurgery, Renal, and Mental Health may be able to accept regional referrals. Annually, about 16% of patient days are attributed to patients residing in the outlying region.

We look forward to continuing to work with all our health care partners to provide a centre of excellence for acute care for the residents of Northwestern Ontario.



## Critical Care Services Strengthened

The initiation of the Intensivist-Directed Comprehensive Critical Care Service, staffed 24 hours a day by specially-trained physicians known as Intensivists, has attracted four new physicians to Critical Care. These physicians are devoted solely to Intensive Care and bring a wealth of skills and expertise to this unit.

Fourteen of the twenty-two Intensive Care beds are managed through the Intensivist-Directed model while the remaining eight Intermediate Care beds are managed by physicians in other specialties.

Some of the many benefits of this model include new technologies and evidence-based critical care protocols for:

- Cardiac arrest hypothermia
- Sepsis treatment
- Ventilator weaning
- Tight glucose control

Patients, families, physicians, and staff also benefit through:

- Improved coordination and timeliness of care
- Direct communication and consultation with the Intensivist
- Improved utilization of Critical Care beds
- Enhanced planning and coordination of patient care with the multi-disciplinary team
- Improved trauma program support
- Improved regional service – regional physicians are able to directly consult with the Intensivist
- Valuable educational opportunities for staff, residents, and students



## **“Walk the Talk” Awards for 2003-2004**

### **Medical Staff Awards of Excellence**

Dr. C. Lai      Dr. C. Mitchell      Dr. A. Tsianou

### **Leadership Award**

Anne Ross

### **Individual Awards**

Bruce Barber      Tony Caputo      Joanne Malcolm

Cindy Oda      Kathy Scott      Roberta Wood

### **Courtesy Awards**

Patti Lee      Barb Olafson      Mary Perrier

### **Team Award**

New Site General Orientation Team

### **Department Award**

Information Technology

### **Volunteer Awards**

*Thunder Bay Regional Health Sciences Centre*

Leah Kreewin

*Thunder Bay Regional Health Sciences Foundation*

Susan Smith

*Northern Cancer Research Foundation*

Lois Tobin

### **The President’s Award of Excellence**

Haakon Dagsvik

### **The President’s Team Award of Excellence**

*Senior Management Team*

Scott Potts, Lori Marshall, Michael Power,



Information Technology Department



New Site General Orientation Team



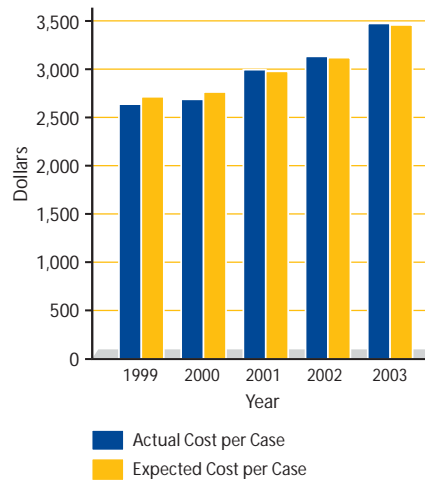
## Advances in Diagnostic Technology

As part of its commitment to providing world class health care, TBRHSC has implemented the Picture Archiving and Communications System (PACS). This innovative new technology has enabled Diagnostic Imaging to switch from traditional x-ray film to digital images. X-ray, CT, MRI, Nuclear Medicine, and Ultrasound images are now stored on this system. This has eliminated darkrooms and will eventually make film storage unnecessary.

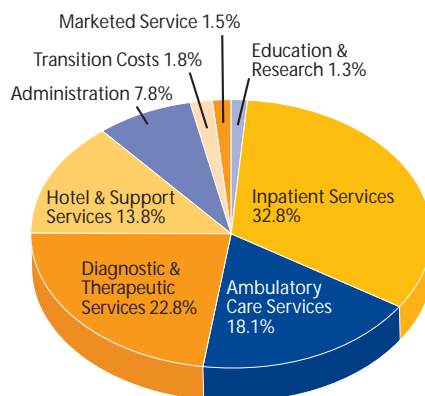
PACS has technically brought our region together and allowed physicians and referral centres to:

- Access and view images immediately through electronic transmission
- Store images on a CD when needed for referral or consultation
- Access images in remote locations (such as a physician's office or another health care facility)
- Send images to the PACS from Northwestern Ontario regional sites, which are store within the secure central PACS database located at TBRHSC.

### Actual vs. Expected Cost per Case



### Expenses by Program



## Stroke Care and Services Provided by Innovative New Program

The Northwestern Ontario Regional Stroke Program has been established to improve stroke services ranging from education and prevention programs to care in community settings.

Stroke services at Thunder Bay Regional Health Sciences Centre include:

- Acute care management of strokes through a variety of methods including the use of TPA (Tissue Plasminogen Activator), the "clot busting drug"
- Stroke care expertise provided by a dedicated multi-disciplinary team that includes the stroke neurologist, stroke clinical nurse, physiotherapist, occupational therapist, and speech language pathologist
- Education for health care providers throughout the continuum of care to increase their expertise in providing care to stroke survivors
- An education campaign to increase public awareness of stroke signs and symptoms and the importance of calling 911.

### **Thunder Bay Regional Health Sciences Centre**

welcomes responses to the 2003/2004 Performance Report

**Sally Hamilton**, Director, Quality Management

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