

Thunder Bay Regional Health Sciences Centre

# Strategic Plan 2020



Thunder Bay Regional  
Health Sciences  
Centre





# Committed to Patient and Family Centred Care

Patient and Family Centred Care is the provision of care that is respectful of, and responsive to individual patient/family preferences, needs and values, and ensures that patient values guide all clinical decisions.

## **Core Concepts of Patient and Family Centred Care (PFCC)**

Dignity and Respect

Information Sharing

Participation

Collaboration

It is about working together with a richer appreciation of what it takes to work in collaborative partnership with patients, families, all staff and clinicians across all disciplines and departments. With this philosophy, we are reminded that patients and families are at the centre of everything we do.

It is the foundation upon which our Strategic Plan must be built.

The outgoing Strategic Plan 2015 was developed with the full engagement of our patients

and people from all walks of life from our region. The process was completely transparent and anyone who wanted to be involved in setting the direction of our hospital was welcome to share their ideas.

When we look at the results of this Strategic Plan, we have reason to celebrate, as our completion rate was over 90% - an achievement that is rarely heard of in the corporate world. It proves what we always knew - that getting patients and community involved in the future of the hospital would pay off in a big way.

The new Strategic Plan 2020 is also the result of hours of engagement with hundreds of people over several months. We are thankful that the PATIENT is always at the centre of everything we do and that is why we are looking forward to seeing what we will achieve together as we move forward in our Strategic Plan 2020.

## Contents

- 1 Committed to Patient and Family Centred Care
- 3 Executive Summary
- 5 Setting the Context for Strategic Plan 2020
- 6 "What does your hospital look like in 2020?"
- 8 Vision, Mission, Philosophy, Values
- 9 Strategic Plan 2020
- 10 Patient Experience
- 12 Comprehensive Clinical Care
- 14 Seniors' Health
- 16 Indigenous Health
- 18 Acute Mental Health
- 21 Looking Ahead

“ We always knew that getting patients and community involved in the future of the hospital would pay off in a big way. ”

Keith Taylor, Co-Chair, Patient and Family Advisory Council,  
Thunder Bay Regional Health Sciences Centre



# Executive Summary

In 2010, we launched a Strategic Plan that would focus our work on the major health issues facing our patients and families in Northwestern Ontario - Chronic Disease, Clinical Care Services, Indigenous Health, and Mental Health & Addictions. We are glad to report that we completed 94% of the plan, and set up a framework for further improvements moving forward.

Our successes are due to the incredible efforts of all the staff, physicians, volunteers, and donors. Our award-winning efforts to bring Patient and Family Centred Care (PFCC) to the Health Sciences Centre have brought us together as a team.

Our new Strategic Plan 2020, was developed with the help of over 1,300 community members. It will build upon our successes over the last five years. Based on a comprehensive environmental scan of this region and the feedback we received from community members through focus groups as well as print

and online surveys, and the 5 Partners in Health, the Strategic Plan 2020 identifies goals within five strategic directions: Patient Experience, Seniors' Health, Comprehensive Clinical Care, Indigenous Health, and Acute Mental Health.

On behalf of the Thunder Bay Regional Health Sciences Centre (TBRHSC), we would like to thank our community and partners for their commitment to the Strategic Plan 2020. Their participation will have a long-standing impact on patient care here in our community. We greatly value the time they spent to help shape the future of health care for patients and families in Northwestern Ontario.

The input provided was vital to the development of our Strategic Plan 2020. TBRHSC belongs to our community. By working together and having conversations, we can ensure that the care provided meets the needs of this region.

“ I think it's gratifying that you have an organization engaging the community, adhering to the principle of social accountability, to tailor the hospital to meet the needs of the community. I definitely see that a lot of the input of mine and others helped shape the last Strategic Plan. I'm looking forward to seeing where we're going to take things next. At the end of the day, you can say, 'I contributed to the strategic direction of my hospital.' ”

Peter Hindle



# Setting the Context for Strategic Plan 2020

An environmental scan of Northwestern Ontario was used as a starting point to develop this Strategic Plan. It revealed that the use of hospital health services by residents in the North West Local Health Integration Network (NWLHIN) remain consistently among the highest in Ontario.

These differences are attributable to:

- Higher than average health needs of our population.
- Greater use of independent health facilities in other LHINs (e.g. Diagnostic Imaging, Endoscopy).
- Fundamental differences in practice in NWLHIN
- Health system design & service organization
- Insufficient and/or ineffective primary care

The environmental scan also revealed the following.

## Indigenous health:

- 19% of the population in the North West Local Health Integration Network identifies as Indigenous.
- Inpatient days for residents living in Indigenous communities (reserves, settlements, etc) accounts for only 11.7% of total inpatient days.
- Activity for Indigenous residents living off Indigenous communities cannot be measured but we know that our strategic initiatives must not just be focused on residents of Indigenous communities.

## Acute Mental health:

- While Acute Mental Health inpatient days is decreasing at other hospitals, it has increased by 5.4% at TBRSHC.
- Many patients with mental health issues are being cared for outside acute mental health beds.

## Comprehensive clinical care:

- 88% of NWLHIN hospital services are being met within the NWLHIN.
- 5.5% are receiving service in Manitoba (mainly from the western part of the region) and the remaining 6% are receiving services (cardiac surgery, specialty paediatric care, other specialty care) in Southern Ontario.

## Seniors' health:

- Service demand is growing for NWLHIN seniors (50+).
- Aging baby boomers, getting closer to an age when demands on the health system will increase are expected to further increase demand.
- While overall TBRHSC inpatient days down 4.5%, Alternate Level of Care (ALC) days up 62.9%.

21.5%

NWLHIN population identifies as Indigenous

Acute Mental Health inpatient days increased by

5.4%

Alternate Level of Care (ALC) days up

62.9%

# “What does your hospital look like in 2020?”

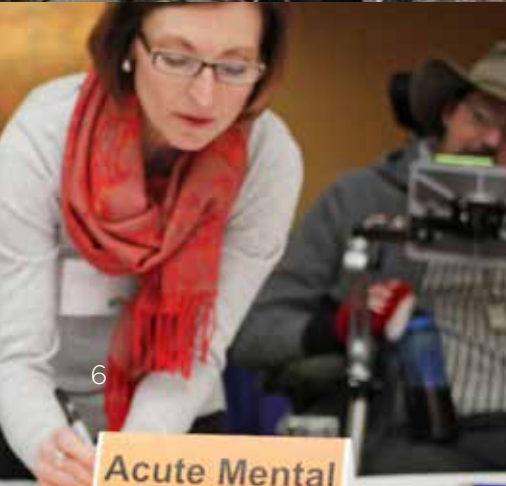
Thunder Bay Regional Health Sciences Centre belongs to the community it serves; the 250,000 residents of Northwestern Ontario. That is why it is so important that we heard from members of the community when planning our corporate strategic plan.

Beginning in January 2015, we engaged some 1,300 people in Northwestern Ontario. We connected through online surveys; printed surveys; and 17 community focus group sessions. We wanted to hear from our 5 Partners in Health including - the Board of Directors,

academic leaders, internal staff, managers, physicians, policy makers, and community members, including Francophone and Indigenous residents, as well as newcomers to Canada - in order to gather input and shape a new Strategic Plan.

17 Community focus group sessions

1,300 People engaged





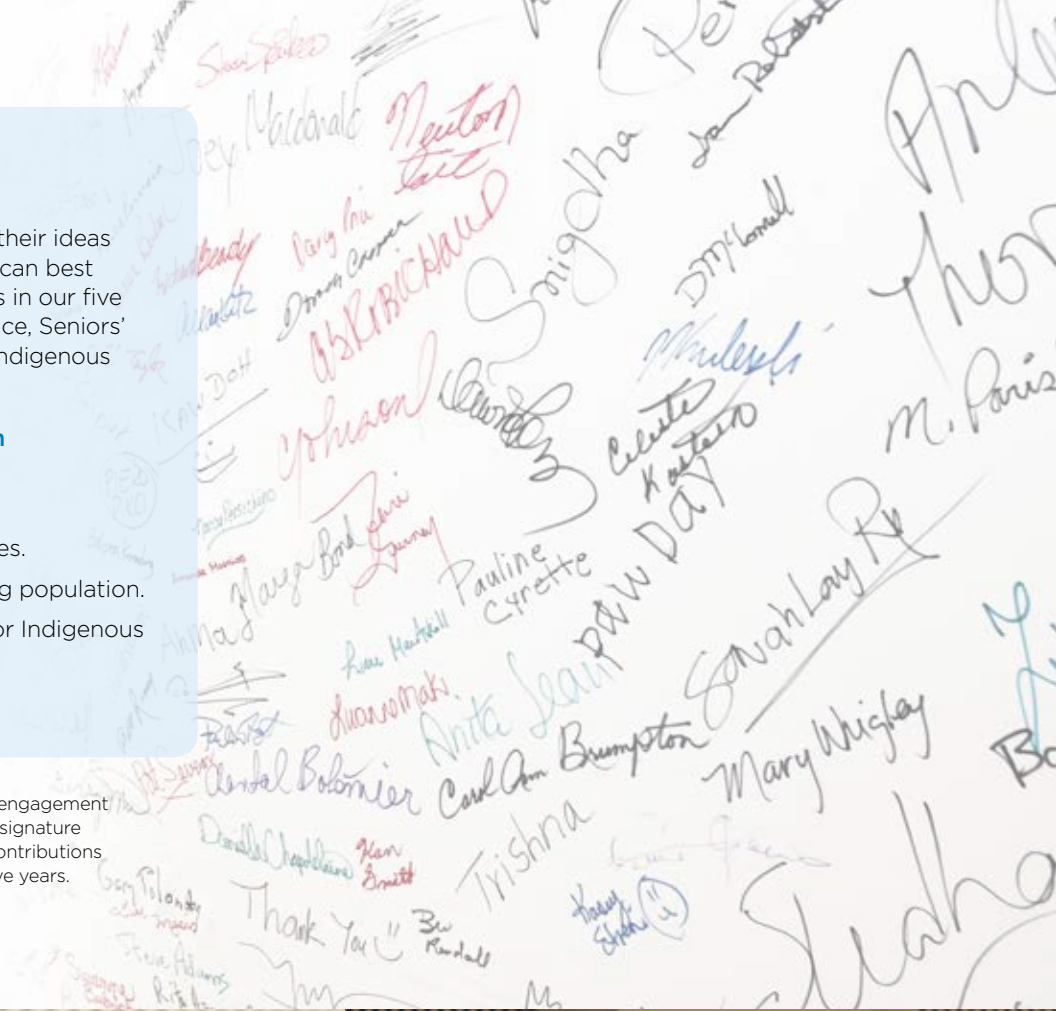
## 5 Partners

The people of our community shared their ideas about how the health sciences centre can best realize success over the next five years in our five Strategic Directions - Patient Experience, Seniors' Health, Comprehensive Clinical Care, Indigenous Health, and Acute Mental Health.

### When asked what they needed from TBRHSC, people told us:

- Ensure a quality patient experience.
- Enhance the delivery of clinical services.
- Enhance the care provided to an aging population.
- Enhance culturally appropriate care for Indigenous patients and their families.
- Enhance acute mental health service.

Each individual involved in Strategic Plan 2020 engagement sessions was invited to sign a commemorative "signature wall" symbolizing the community's significant contributions to setting our hospital's priorities for the next five years.





# Vision, Mission, Philosophy, Values

Thunder Bay Regional Health Sciences Centre (TBRHSC) is a national leader in Patient and Family Centred Care. As the tertiary care provider in Northwestern Ontario, TBRHSC provides comprehensive services to a population of over 250,000 residents in a region the size of France.

Effectively addressing the health care needs of patients and families has earned TBRHSC both Innovation Awards and Leading Practice Designations.

As an academic health sciences centre, TBRHSC is committed to teaching the next generation of health care providers and advancing medical research. Patients benefit from interprofessional teams of dedicated health care providers and access to leading-edge medical equipment and clinical trials.

## Vision

Healthy Together

## Mission

We will deliver a quality patient experience in an academic health care environment that is responsive to the needs of the population of Northwestern Ontario.

## Philosophy

Patient and Family Centred Care is the philosophy that guides us. Patients and Families are at the centre of everything we do.

## Values

### Patients ARE First

- Patients First
- Accountability
- Respect
- Excellence

**Patients First:** We are respectful of and responsive to the needs and values of our patients, families and communities. Patient values guide all decisions.

**Accountability:** We are responsible to advance a quality patient experience. We commit to social and fiscal accountability to internal and external stakeholders and for the delivery of services to our patients.

**Respect:** We honour the uniqueness of each individual and his/her culture.

**Excellence:** We foster an environment of innovation and learning to advance a quality patient experience.

# Strategic Plan 2020

The Strategic Plan 2020 is a roadmap to guide achievement of our vision healthy together.

To realize our vision, we need to focus on the needs of the community we serve and to provide comprehensive care through partnerships and virtual care.

Patient and Family Centred Care (PFCC) is our philosophy and is foundational to 'everything we do'. Through our Strategic Directions we will focus on enhancing the Patient Experience as one of our strategic priorities. We recognize that creating a quality patient experience builds upon our PFCC philosophy.

Another priority is to enhance the Comprehensive Clinical Care that transcends the organization and touches all patients. We will also focus on the particular patient populations with the greatest health care needs in three Strategic Directions: Seniors' Health,

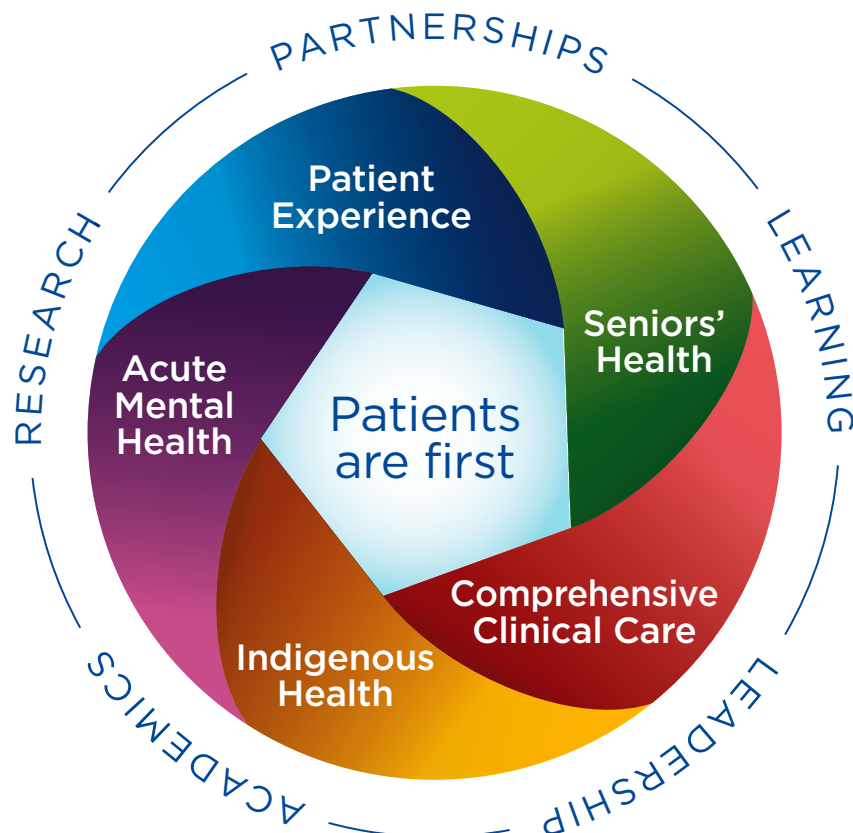
Indigenous Health, and Acute Mental Health.

There are many resources and assets known as 'enablers' within TBRHSC that contribute to the success of our strategic plan through their support, influence and unique perspectives. TBRHSC acknowledges the contributions of our five enablers: Human Resources, Clinical Practice, Academics (Teaching & Research), Corporate, and Informatics.

We will develop, engage and promote wellness of our staff to build further capacity to care for our patients and ourselves. We will continue our journey as an academic health sciences centre, proud of the strong foundation built. We will continue to teach the next generation of health care professionals and further health care innovation through research and discovery. We will continue to provide the corporate services

required to support the delivery of care. We will invest in information systems and technology to enable our system, people, and patients and families.

The five strategic directions provide the roadmap to achieving our mission. The success criteria identified for each strategic direction clearly describe the outcomes we wish to achieve. Linking our performance measures to these success criteria will surely keep us focused on what have been identified as the most important health needs of the people of Northwestern Ontario.





# Patient Experience

Enhance the quality of the patient experience.



# Goals and Objectives

- Goal 1** Develop a framework to deliver high quality care.
- Identify opportunities to improve quality care that is: safe, effective, patient and family centred, timely and accessible, equitable, and efficient.
  - Develop integrated and sustainable systems and structures that support quality.
  - Adopt standardized processes, tools, templates, and resources that support quality.

- Goal 2** Enhance understanding and continue to grow and embed our Patient and Family Centred Care (PFCC) philosophy.
- Create sustainable systems, structures, and processes for PFCC.
  - Advance the body of knowledge for PFCC.

- Goal 3** Advance the academic environment.
- Assess and align course curriculum and clinical experience with our academic partners.
  - Partner with academic institutes that match supply and demand for new recruits.
  - Develop models and structures that enable teaching and research for physicians and staff.
  - Develop research plans for each program and service.
  - Implement best practices in the delivery of education and knowledge transfer.

- Goal 4** Invest in staff development, engagement, and wellness.
- Develop and implement supports and structures for staff to participate in education that will allow them to excel in their practice and engage in research.
  - Develop leadership that inspires our physicians and staff to excel and attracts and retains the best performers.
  - Increase organizational commitment to the wellness strategy.
  - Engage staff throughout the organization in a meaningful way.

- Goal 5** Use information technology to advance the patient experience.
- Develop an Informatics action plan that defines the transformational technologies to advance the strategic objectives.

## Success Criteria

1. No harmful events.
2. Patients and staff are satisfied.
3. Patients and families are engaged in care.
4. Staff and physicians are engaged.
5. TBRHSC is a learning organization.
6. TBRHSC has a research culture.

“It needs to be easily accessible.”

“Users should feel welcomed into an atmosphere of warmth and healing.”

“Sensitivity needs to be conveyed by all staff coming into contact with patients.”

“Patients should be consulted as to what their individual care expectations and outcomes of care are.”



# Comprehensive Clinical Care

Enhance the delivery of our clinical services.

# Goals and Objectives

**Goal 1** Adopt the Ontario Chronic Disease Prevention and Management framework.

- Identify and adopt the relevant elements of the Ontario Chronic Disease Management framework.

**Goal 2** Deliver comprehensive cardiovascular care in accordance with the Ministry of Health.

- Receive Ministry of Health funding approval.
- Complete the implementation of the vascular program.
- Complete the implementation of the cardiac surgery program.

**Goal 3** Enhance access to clinical services supported by patient flow efficiencies.

- Improve internal patient flow efficiencies.
- Improve accessibility for patients with disabilities.
- Advocate and demonstrate the need for additional health systems capacity.



**Goal 4** Develop formal partnerships to deliver comprehensive clinical services that support care in the appropriate location.

- Conduct a regional assessment and identify potential partnerships.

- Optimize regional patient access for specialty care.
- Maintain and strengthen appropriate partnerships to effectively provide clinical services not available at TBRHSC.
- Improve internal program and service collaboration that improves the patient experience.

**Goal 5** Deliver a comprehensive acute pain management service.

- Develop an acute pain management model for trauma and post-operative in-patients.
- Develop and implement an out-patient interventional chronic pain management clinic.

## Success Criteria

1. Patients possess self-management skills.
2. Vascular surgical service is established.
3. Cardiac surgical service is launched.
4. Patient transitions are seamless.
5. Operations are efficient and effective.
6. Overcapacity is reduced.
7. More patients receive care closer to home.
8. Long-term sustainability is enhanced.

“ Be customer service-oriented, not doctor-oriented. ”

“ Wait times for Comprehensive Clinical Care need to decrease. ”

“ Communication! Access to information! ”

# Seniors' Health

Enhance the care provided to an aging population.





# Goals and Objectives

## Goal 1

Deliver an optimal experience for seniors.

- Identify seniors' champions and establish hospital-wide working groups and committees on key geriatric issues.
- Implement seniors' sensitivity training for all new staff and establish awards/recognition of staff for their care of the elderly/geriatric care.
- Ensure geriatric human resources are available to support the care of seniors.

## Goal 2

Adopt the Ontario Senior Friendly Hospital framework.

- Deliver care designed from evidence and best practice for seniors.
- Deliver care and service that is free of ageism and respects the unique needs of senior patients and their caregivers.
- Deliver ethical care that protects the autonomy, choice, and diversity of senior patients.
- Provide an environment that minimizes the vulnerabilities of senior patients and promotes safety, comfort, independence, and functional well-being.

## Success Criteria

1. Senior patients are satisfied.
2. Seniors' families are engaged in care.
3. Effectiveness and quality of care for senior patients is improved.
4. Virtual care improves transitions and communication.

“ All seniors should be assessed for frailty and connected to supports that can help them maintain their independence in the community and address the issues that their frailty may contribute to.”

“ A palliative approach to care should be embedded in the delivery of care to all seniors and individuals with an advanced chronic disease or life-limiting illness.”





# Indigenous Health

Enhance culturally appropriate care.

# Goals and Objectives

## Goal 1 Provide care that improves self-management, access, experience, and transition to home for Indigenous patients.

- Increase knowledge of services in NWO for acute care health care providers providing services to remote communities.
- Increase screening rates for chronic illnesses.
- Ensure coordinated follow-up care prior to discharge for patients in First Nations communities.
- Improve partnerships that increase research opportunities related to the development of Indigenous health screening tools.
- Improve access to and the use of technology for pre-op care, home care, and follow-up care for patients in First Nations communities.
- Integrate a self-management education strategy into discharge processes.

## Goal 2 Provide health care that respects traditional knowledge and practices, and builds TBRHSC as a leader in the provision of health care for Indigenous patients.

- Improve the adoption of traditional knowledge and practices.
- Increase the recruitment of Indigenous staff and volunteers at TBRHSC.
- Provide cultural sensitivity training to staff, physicians, and volunteers.
- Continue to create an environment where Indigenous patients and families feel more comfortable.
- Offer appropriate preventative health and screening information to family members accompanying Indigenous patients.



## Success Criteria

1. Indigenous patients are satisfied.
2. Indigenous families are engaged in care.
3. Indigenous patients possess self-management skills.
4. Virtual care improves transitions and communication.
5. TBRHSC is a welcoming environment.

“There should be staff who understand Indigenous heritage and community availability.”

“The hospital needs to be a more welcoming environment for Indigenous people, finding an appropriate balance between hospital policy and process and respecting Indigenous culture and traditions.”

“I'd like to see more trained Indigenous interpreters who would also act as cultural liaisons.”

# Acute Mental Health

Enhance acute mental health service.



# Goals and Objectives

## Goal 1

Adopt attitudes and behaviours that recognize mental health as an integral part of the delivery of comprehensive acute care services.

- Increase the overall knowledge and competency of all staff.
- Improve the sensitivity of care.
- Incorporate mental health assessment within the admission history for all patients.

## Goal 2

Enhance the delivery of mental health care to patients outside of mental health services.

- Increase access to specialized and appropriate mental health services on all in-patient units.
- Develop clear treatment plans for mental health patients outside of mental health services.
- Provide a safe and quiet respectful environment in all patient areas.
- Expand transitional discharge model to include Child & Adolescent Mental Health Unit patients and off-service mental health patients.
- Coordinate care for patients with primary resources at St. Joseph's Care Group-Mental Health & Addictions.

“Everyone should be respected equally, regardless of age or illness or culture.”

“There has to be a more holistic approach to treat the full human being, mind, body, and soul, not just the body.”

“Good listening, clear information transfer among staff, including the doctor, about the patient's care, and clear information transfer by staff to the patient and the person they designate as a support person (relative or friend) are essential.”

## Goal 3

Collaborate with system partners and appropriate governing agencies to develop and enhance transitions in care.

- Create a shared formal agreement structure for psychiatrists.

## Goal 4

Enhance the delivery of acute mental health care within mental health services.

- Increase the recruitment of psychiatrists working at TBRHSC.
- Secure funding for the comprehensive mental health-emergency service.
- Improve access to acute mental health.
- Develop the comprehensive pediatric and adolescent mental health service.

## Success Criteria

1. Mental health patients are satisfied.
2. Staff and physicians delivery of care is enhanced.
3. TBRHSC is a stigma-free environment.
4. Wait times are reduced.
5. Transitional discharges connect to community services.
6. The mental health emergency service is developed.
7. Psychiatrists are recruited.
8. Effective partnerships are built.



# Looking Ahead

In 2004, Thunder Bay Regional Health Sciences Centre opened its doors to serve the health care needs of the people of Northwestern Ontario. Since then, we have expanded our programs and services; enhanced our use of technology to better serve the region; and made great strides in becoming a leading academic health sciences centre.

Our successes are the result of the commitment of all the staff, physicians, volunteers, and donors to practicing Patient and Family Centred Care (PFCC), involving patients in everything we do.

That commitment was demonstrated once again this year as we embarked upon a new Strategic Plan. Using Dr. Charles Boelen's "Five Partners in Health Engagement Model," we heard from health professionals, health managers, policy makers, academic

institutions, and over 1,300 community members. That input shaped the Strategic Plan 2020 that will guide our priorities for the next five years.

It will build upon our successes over the last five years and address the health issues that face our region in particular.

Our Five Partners in Health will meet annually to ensure the plan remains relevant to the needs of patients and families.

The Strategic Plan is a dynamic document and will evolve to include measurable actions to achieve each of the goals identified under the five strategic directions. These goals and actions will serve as indicators as to the successful realization of our vision: Healthy Together.

[www.tbrhsc.net](http://www.tbrhsc.net)

“ Research and experience have demonstrated that a strategic plan is most effective and relevant when it is based on robust community engagement. ”

Tracie Smith, Senior Director, Communications and Engagement, TBRHSC



**Thunder Bay Regional  
Health Sciences  
Centre**

[www.tbrhsc.net](http://www.tbrhsc.net)

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