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# Welcome to the Town Hall



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# Introduction



Thunder Bay Regional Health Sciences Foundation Grant Announcement (November 7, 2024)



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# Agenda for November 20, 2024

- ▶ **Introduction** – *J. Wintermans*
- ▶ **Reflections from the Front Lines (ICU)** – *M. Bernardo*
- ▶ **Staff Spotlight (Renal Program)** – *W. Taylor*
- ▶ **Strategic Plan 2026: 2024/25 Q2 Report** – *J. Logozzo*
- ▶ **SP2026 Update: Workplace Violence Prevention** – *A. Carr*
- ▶ **Treaties Recognition Week** – *M. Lesperance*
- ▶ **Your Questions Answered** – *M. Bernardo*
- ▶ **Closing Remarks** – *J. Wintermans*



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# Reflections From the Front Lines: *Intensive Care Unit*



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# Staff Spotlight:

## *North West Regional Renal Program*



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# Strategic Plan 2026, 2024/25 Q2 Report

Jessica Logozzo, *Vice President, Strategy and Regional Transformation*



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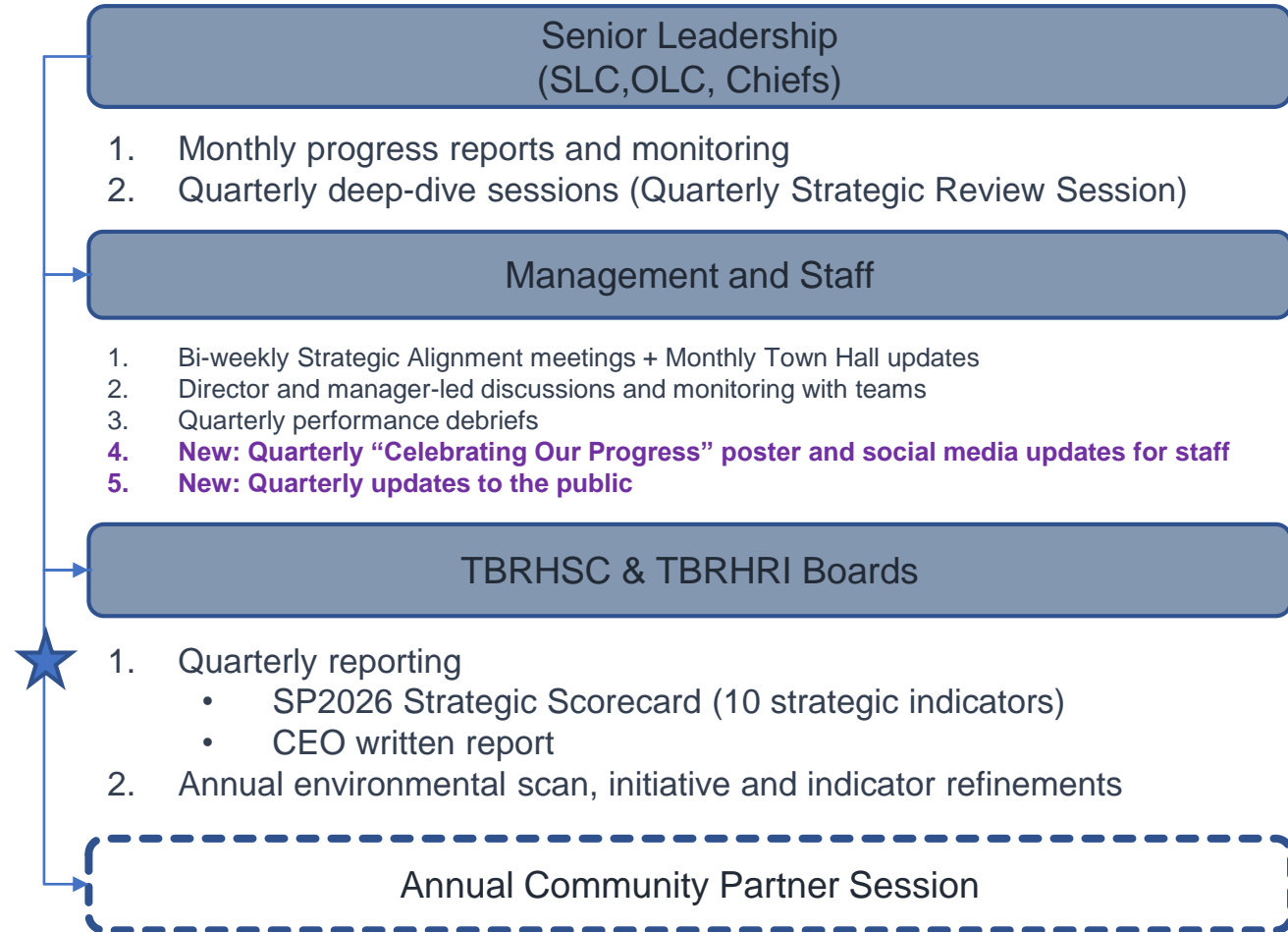


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# Cascading and Monitoring Our Plan

## Ensuring Accountability, Alignment and Focus



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# Overall Progress & Status Report to 2024/25 Q2

SP2026 Direction / Enabler	Initiative Status					
	Total	On Track	Slightly Behind	Significantly Behind	Not Started	Complete
Equity Diversity & Inclusion	7	4				3
Patient Experience	5	4				1
Staff Experience	7	5			1	1
Research, Innovation & Learning	3	1	2			
Sustainable Future	4	3	1			
<b>Total</b>	<b>26</b>	<b>17</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>5</b>



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# 2024/25 Q2: Highlights of our progress and successes...

## Equity, Diversity, & Inclusion

We all belong

- Completed gap analysis informing the development of a Cultural Safety Action Plan.
- Vendor procurement for EDI physical environment review underway, with work to commence later in 2024/25.
- Launched initiative: EDI Experience Sharing to Build Understanding & Respect. Evaluated EDI initiatives and tools, identifying additional resources and relevant literature.
- Launched initiative: Indigenous Recruitment & Education. Project charter drafted, goals defined, and the current state assessment in progress.

## Patient Experience

Empathy, compassion, and respect in every encounter

- Development of patient experience unit action plans underway.
- 39 departments successfully implemented Quality Huddles.
- Clinical Decision Unit go-live.
- Increased engagement in daily patient flow bed rounds.
- Repeat visits for Congestive Heart Failure have improved. Heart Failure Clinic has seen 318 patients since its inception.
- Substance Use & Addictions (SUA) Integrated Pathway application (in collaboration with SJCG) submitted to Ontario Health.

## Staff Experience

This is where we want to work, grow and thrive

- Welcomed 31 new participants into cohort 3 of the “Power of Persuasion: Mastering Literacy for Humanistic Leaders” program through Humber College.
- Eight leaders have completed the Rotman Healthcare Leadership program, with 13 additional leaders registered for the November session.
- Introduced monthly “Management Essentials” training, to improve foundational knowledge across various topics.
- Healthy Workplace Implementation plan and communication guide drafted.
- 2<sup>nd</sup> Leadership Community forum held in September with over 70 registered participants, focused on strengthening connections and learning from each other's strengths.

## Research, Innovation & Learning

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

- 2<sup>nd</sup> Good Afternoon Innovation event was held in September, and included drop-in, expo-style portion where presenters were engaged in group conversations, networking and idea sharing.
- Established joint Nurse Researcher, a full-time tenure track appointment in the Faculty of Health and Behavioural Sciences/School of Nursing of Lakehead University.
- Established Lakehead University/Thunder Bay Regional Health Research Institute (LU/TBRHRI) Chair in School of Nursing at Lakehead University, a 5-year renewable appointment to support teaching, research and services.

# 2024/25 Q2: Highlights of our progress and successes...



## • Digital Health

- Approved Program Summary Charter as well as governance augmentation with local, organization-specific project boards.
- Resources being onboarded for EHR project.
- Successful 8-week Discovery Engagement Sessions previously held have now been followed up with sharing the progress on this work more widely to ensure a common understanding of the current state.

## • Partnerships & System Integration

- Implementation of the Regional Lab Operational Working Group in partnership with UHN; advancement of standardization work to support EHR renewal and various other initiatives to improve lab services across the region.
- Ongoing work of the Health Human Resources Task Force; improved partnership with Academic Partners. Now actively planning with regional/system partners to receive MOH funding to support HHR initiatives across the system, as part of the Northern HHR Strategy.
- Work underway to develop a regional repatriation policy.

## • Clinical Services Plan

- Preliminary engagement with individual leaders on the Hospital's acute and academic mandate completed.
- Internal stakeholder consultation on 5-year volume estimates complete. Additional consultation sessions being planned in Fall 2024.

## • Sustainability & Accountability Framework

- Refining scope based on identified corporate action plans from the EPSES results. Working group membership being updated.



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# Strategic Indicator Results for 2024/25 Q2



Exceeding our target for the number of patients that self-identifying as Indigenous.



Exceeding our target for the number of staff that have participated in “Repairing the Sacred Circle” an Indigenous Cultural Awareness and Education Primer.



Improving and already achieved high compliance. Slightly behind YTD target for the number of staff that have completed “Wake the Giant”, an Indigenous cultural safety training program.



Exceeding our target for overall positive experience ratings for Inpatient & Emergency Department patients.



Exceeding our target to reduce repeat visits to the Emergency Department for targeted complex medical conditions – Congestive Heart Failure.



Exceeding our target for reduction of patient harm.



Currently no data is available for positive overall staff experience.



Exceeding target for number of investigator-initiated research studies informed by Northwestern Ontario population needs.



Exceeding target for number of participants enrolled in a clinical trial in 2024/25.



Improving but worse than stretch target for percent operating gross margin. Continue to experience financial challenges.



Exceeding target for the proportion of patients aligned with regional programs/services.



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Equity, Diversity, & Inclusion

We all belong



EDI Physical Environment Review, Indigenous Recruitment and Education, EDI Experience Sharing

**EDI Physical Environment Review:** This project aims to create a culturally safe environment. We plan to conduct a facility review with an EDI lens to identify gaps and determine areas for improvement. Our goal is to integrate EDI considerations into future space planning and assess the impact of current capital projects, reinforcing our commitment to an inclusive and equitable environment.

**Indigenous Recruitment and Education:** This initiative addresses the under-representation of Indigenous Peoples in Health Human Resources (HHR) roles at Thunder Bay Regional Health Sciences Centre and Research Institute. We will focus on recruitment for HHR positions, evaluate current practices, implement new strategies, and monitor progress. Insights gained will also enhance recruitment for volunteers, Patient Family Advisors (PFAs), and other staff roles.

**EDI Experience Sharing to Build Understanding & Respect:** We are creating an EDI assessment tool for managers to evaluate and improve EDI practices within their teams. This tool will provide practical insights to support a more inclusive work environment, helping managers build a more equitable workplace.

Together, these projects help us foster a more inclusive and equitable environment for patients and staff!

Patient Experience

Empathy, compassion, and respect in every encounter

Coordination and Support for Patients Who Frequently Access Hospital Services



The heart failure clinic has seen 318 referrals to date from the inception of the clinic in August 2023 to September 2024.

Patients with a primary diagnosis of heart failure (HF) are the patient population selected for this Strategic Plan initiative. In August 2023, the HF clinic established a model that connects patients who present to the hospital with heart failure to a rapid access outpatient HF clinic to optimize treatment. Patients are identified in the Emergency Department and seen by Rajesh Talpade, NP, and Dr. Akbari to determine the best plan of care. The outpatient HF clinic operates once a week, with patients being seen by Kathryn Bill, NP, and Dr. Akbari to follow up on interventions initiated in the hospital.

Year-to-date, repeat visits for HF have decreased to 18.8%, compared to 24.2% in 2023/2024.

Next Steps:

- Plans are being developed to continue and sustain the HF Clinic.
- Preparing to receive Ontario Health home monitoring platform (software and equipment) to resume remote monitoring of patients. This will further enhance care for patients with HF.

Staff Experience

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



Leadership Development

Our future success hinges on a strong workforce led by individuals who inspire, support, and motivate their teams to reach their full potential. This project

empowers all staff to become leaders and includes initiatives designed for all levels of leadership – from aspiring to executive.

Key achievements in our Professional Development and Leadership Community include:

Professional Development:

- Welcomed 31 new participants into cohort 3 of the "Power of Persuasion: Mastering Literacy for Humanistic Leaders" program through Humber College.
- Eight leaders have completed the Rotman Healthcare Leadership program, with 13 additional leaders registered for the November session.
- Introduced monthly "Management Essentials" training, providing foundational knowledge across various topics. A fantastic 259 spots have already been filled for the upcoming sessions!

Leadership Community:

- Established a quarterly forum for leaders to connect, share experiences, and learn from one another, fostering collaboration across the hospital.
- 77 leaders participated in the September "Leveraging Strengths" forum to discuss methods to support our teams.

Together, we are shaping the future of leadership at TBRHSC and TBRHRI. Stay tuned for more updates as we continue to grow and thrive!

Research, Innovation, & Learning

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



Researcher Staffing & Recruitment

Key initiatives underway include:

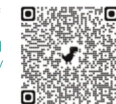
**Joint Nurse Researcher Appointment with Thunder Bay Regional Health Sciences Centre and Thunder Bay Regional Health Research Institute.** This appointment is one full-time, tenure track faculty appointment in the Faculty of Health and Behavioural Sciences/School of Nursing. The successful candidate(s) will work towards expanding the current state of nursing research, build capacity, and enhance community and other partnerships.

**Lakehead University/Thunder Bay Regional Health Research Institute (LU/TBRHRI) Chair in the School of Nursing at Lakehead University and at the Thunder Bay Regional Health Sciences Centre/Thunder Bay Regional Health Research Institute.** One full-time, tenure track faculty appointment in the Faculty of Health and Behavioural Sciences/School of Nursing. This is a 5-year renewable appointment; the successful candidate will engage in a combination of teaching, research and service duties.

The review of applications will start September 2024 and will continue until the positions are filled. Please visit [www.lakeheadu.ca](http://www.lakeheadu.ca) for further details.



School of Nursing | Lakehead University



School of Nursing - Thunder Bay Regional Health Research Institute (TBRHRI) Chair | Lakehead University

Sustainable Future

Ensuring our Healthy Future

Clinical Services Plan

Work is well underway to develop our first ever Clinical Services Plan. This plan will serve as a roadmap for our Hospital and Research Institute to better understand our patient needs now and in the future, as well as our care and academic priorities. It also provides us with a plan for service and staff, space and equipment requirements well into our future.

The key deliverables of the Clinical Services Plan include:

1. Agreement on the Hospital's acute and academic mandates.
2. Identification of short to medium term (3-5 year) service demand and development of high-level strategies and plans to deliver and support required care.
3. A Master Program and Master Plan that provides a 30-year outlook on required programs and services, including volume forecasts, staff requirements, and space and equipment needs.

How are you advancing our Vision of Exceptional care for every patient, every time?

Four horizontal lines for writing a response to the question above.

# Strategic Plan 2026 Update: Workplace Violence Prevention

*Amy Carr, Director, Human Resources and Organizational Development*



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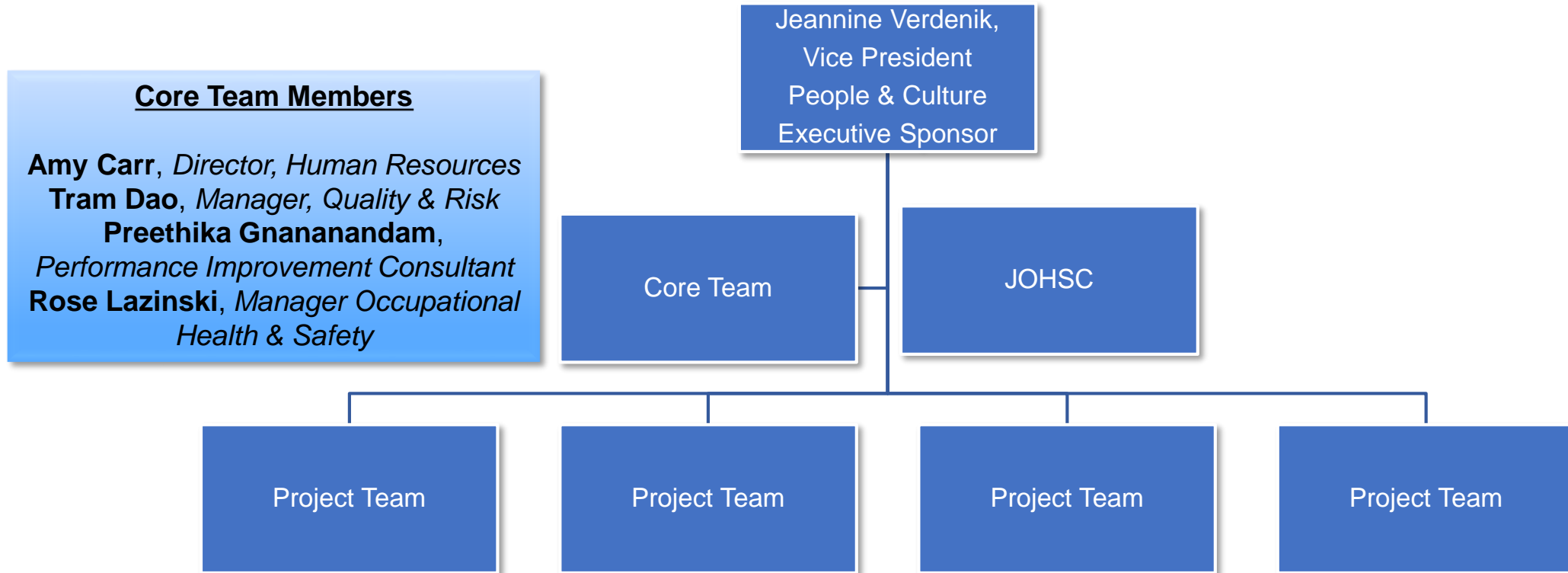


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# WPV Project Reporting Structure



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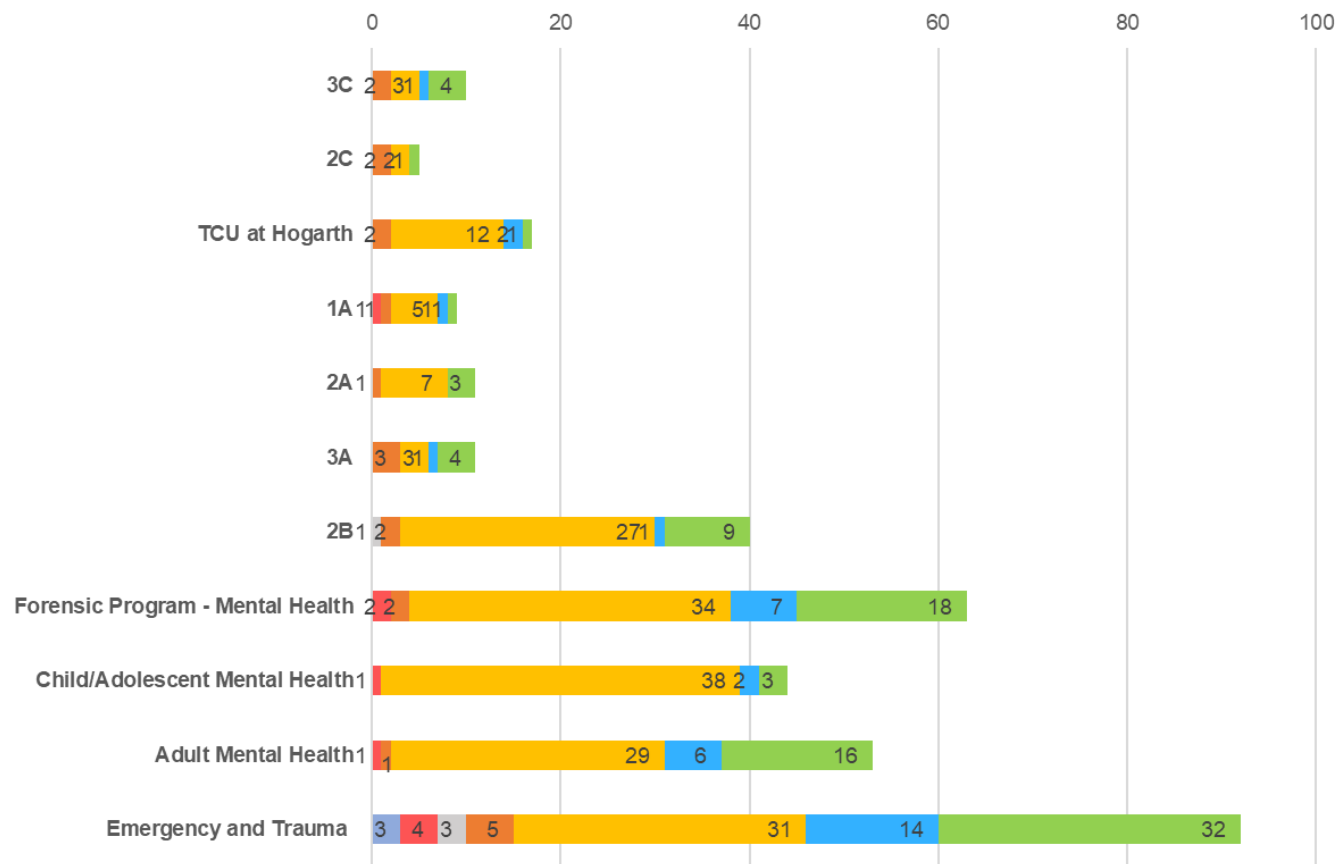
# 2023-24 Incident Analysis

- ▶ 947 behavioural incident reported
- ▶ 36 departments
- ▶ Most common:
  - ▶ physical assault
  - ▶ non compliant/obstructive
  - ▶ verbal aggression

Source: Incident Learning System



Breakdown of incident type (Top 10 units)



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# Feedback Themes

13 departments visited

Staffing & Workload

Documentation & Transitions

Training & Expertise

Environment Factors

Patient Factors



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# Recommendations:

*Explore impact and assess feasibility of...*



**Lanyards to encourage staff to wear personal alarms at all times**



**Document behavioral status to support care during transitions**



**Education on the importance of incident reporting**



**Expand knowledge and training: NVCI, GPA and Trauma-informed Care**



**Enhance public-facing communications on zero violence**



**Centralized inventory management of personal alarms for staff**



**Assess public access after hours**



**Review physical environment to enhance safety**



**Consistent follow-up and debrief after incident reporting**



**Explore mental health and addictions consultation models**

# Core Team Activities

## Completed

- ✓ Organizational incident reporting analysis
- ✓ Incident interviews with departments and staff to understand reporting behaviors
- ✓ Thematic analysis of recommendations
- ✓ Presentation of recommendations to Joint Health and Safety Committee

## Upcoming

- Finalize stakeholder consultations to explore feasibility, scope and impact
- Formation of working groups/ work streams based on thematic groupings of recommendations
- Develop a project plan for each identified work stream and receive approval



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# Treaties Recognition Week

Dr. Miranda Lesperance, *Vice President, Indigenous Collaboration, Equity & Inclusion*



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# Treaties Recognition Week

- ▶ Annual event, introduced in 2016, that honours the importance of Treaties and aims to increase awareness and knowledge of treaty rights and relationships



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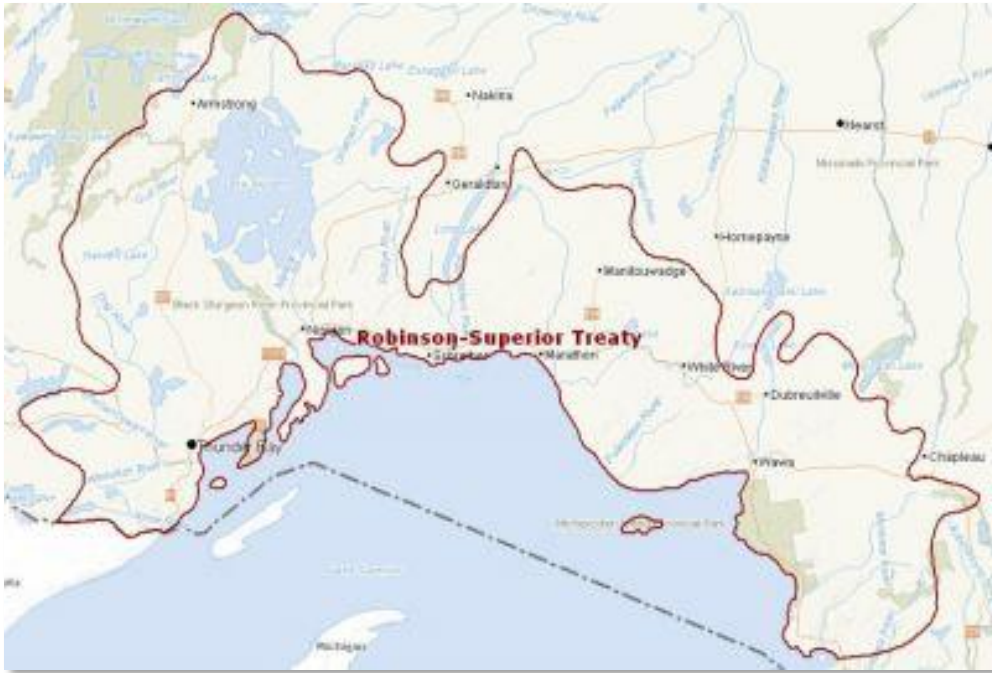
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# Robinson Superior Treaty of 1850



- ▶ Agreement between Ojibwe Chiefs inhabiting the North Shore from Pigeon River to Batchewana Bay and The Crown, represented by a delegation led by William Benjamin Robinson.
- ▶ Signed on September 7, 1850 at Sault Ste. Marie, ON.
- ▶ Provided the Province of Canada access to the north shore of Lake Superior for settlement and mineral extraction, in exchange for hunting and fishing rights; reserve lands; and an annual payment with an “escalator clause”.



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# Other Treaties in TBRHSC Service Area

- ▶ Treaty 3
- ▶ Treaty No. 5
- ▶ Treaty No. 9

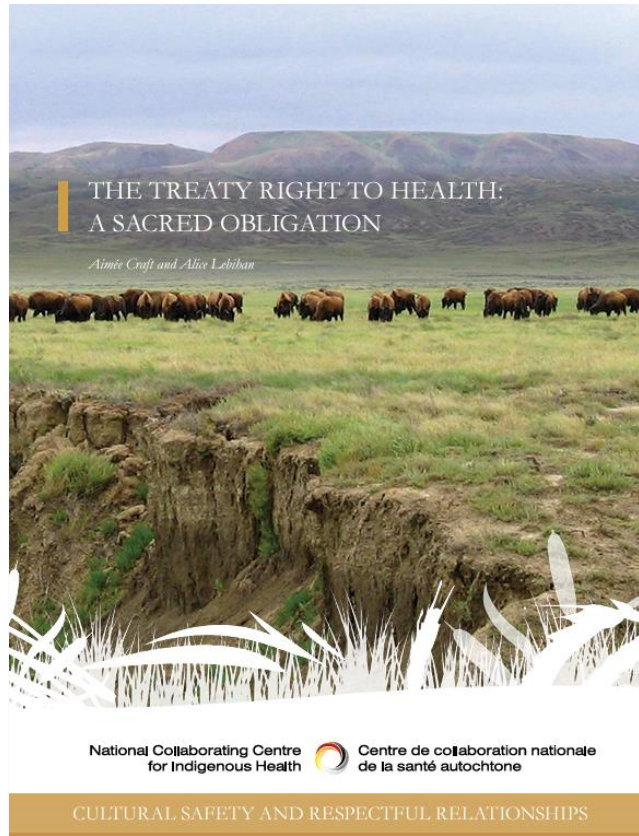


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# Treaty Right to Health Care Provision



- ▶ Numbered Treaties (1-11) reference verbal and written health care provisions “medicine chest clause” or “aid clause”.
- ▶ Modern day: The Federal government is obligated to provide access to health, and works with Provinces and Territories to deliver health care for all Inuit and Status First Nations Peoples.



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# Treaties Recognition Week 2024 Events

- ▶ Two lunch and learns that showed videos from the Indigenous Voices on Treaties series:

<https://www.ontario.ca/page/videos-indigenous-voices-treaties#section-0>

## Session 1 (November 7, 12 p.m. – 1 p.m.):

1. [Chad Solomon \(and Rabbit\) on what is a promise](#)
2. [Maurice Switzer on what is a treaty anyway](#)
3. [Brenda Collins on what is a Wampum belt](#)
4. [Robert Greene on how treaties affect all aspects of life](#)
5. [Bentley Cheechoo on becoming a treaty Knowledge Keeper](#)
6. [Darrell Boissoneau on pre-Confederation treaties](#)
7. [Bentley Cheechoo on treaties' impact on his family](#)

## Session 2 (November 8, 12 p.m. – 1 p.m.):

1. [Gerry Duquette Jr. on treaty responsibilities](#)
2. [Ange Loft on the importance of gift giving](#)
3. [Sylvia Maracle on how the treaty process has changed](#)
4. [Cora-Lee McGuire-Cyrette on oral history and women's role in treaty signing](#)
5. [Maurice Switzer on reconciliation and treaty recognition](#)
6. [Anne Taylor on Treaty 20 and land stewardship](#)
7. [Doug Williams on treaties' impact on First Nations languages and cultures](#)



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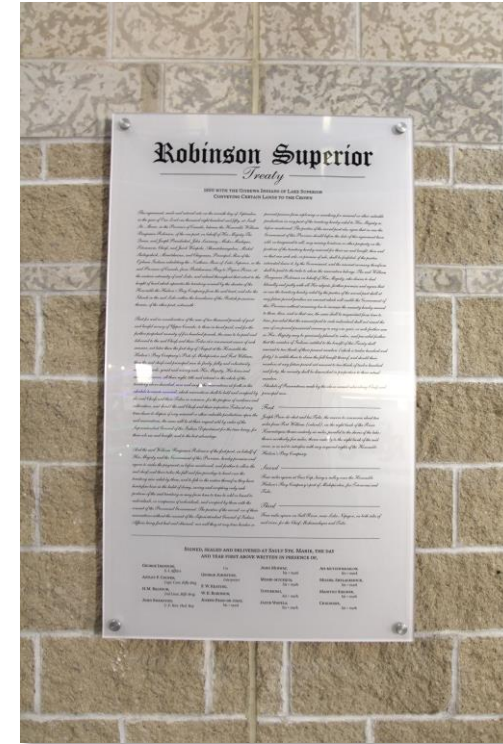


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# Robinson Superior Treaty Plaque

- ▶ Unveiling event held November 14, 2024 with Chiefs from First Nation communities within the Robinson Superior Treaty area.
- ▶ Plaque is located across from Seasons Gift Shop at Thunder Bay Regional Health Sciences Centre.



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# Questions?



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# Closing Remarks



Nurse Practitioner Week  
(November 10-16)

Take Our Kids To Work Day  
(November 6)

Patient Transport Week  
(November 3-9)

National Ethics Week  
(November 3-9)



Genetic Counsellor  
Awareness Day  
(November 14)



World Diabetes Day (November 14)



Medical Radiation Sciences Week  
(November 3-9)



National Physician  
Assistant Day  
(November 27)

