

Thunder Bay Regional Health Sciences Centre



Welcome to the Town Hall



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



2

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

Introduction



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



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

Agenda for November 26, 2025

- ▶ **Introduction** – *R. Crocker Ellacott*
- ▶ **Reflections from the Front Lines (Cultural Care in CAMHU)** – *M. Bernardo*
- ▶ **Staff Spotlight: Quality Huddle Excellence Awards** – *T. Dao*
- ▶ **HSO Global Workforce Survey** – *A. Carr*
- ▶ **Strategic Plan 2026 — Q2 Results** – *J. Logozzo*
- ▶ **Cardiovascular Surgery Program (Construction Update)** – *R. Sears*
- ▶ **Meditech Expanse Update** – *M. Boote*
- ▶ **Upcoming Events from the Health Sciences Foundation (Giving Tuesday)** – *L. Doran-Bonk*
- ▶ **Your Questions Answered** – *M. Bernardo*
- ▶ **Closing Remarks** – *R. Crocker Ellacott*



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

Reflections From the Front Lines:

Cultural Care in CAMHU



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



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



<https://youtu.be/F9QR6dCvKkY>



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

Staff Spotlight:

Quality Huddle Excellence Awards

Tram Dao, Director, Quality and Risk Management



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



7

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

What are Quality Huddles (QHs)?

Quality Huddles are **collaborative/interprofessional** discussions at the department level which allow teams to discuss:

- ▶ Patient safety & quality issues
- ▶ Opportunities for improvement
- ▶ Change ideas
- ▶ Staff support
- ▶ Key performance indicators
- ▶ Celebrating successes

Departments have at least one **designated day/time** each week in which they conduct their Quality Huddles



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



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

QHs – Current State

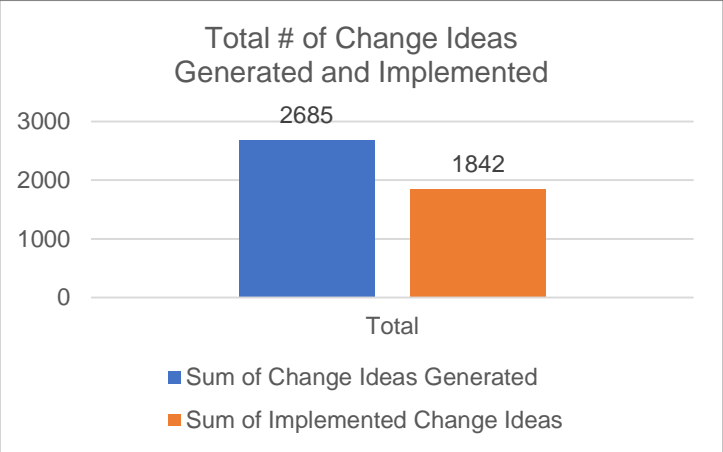
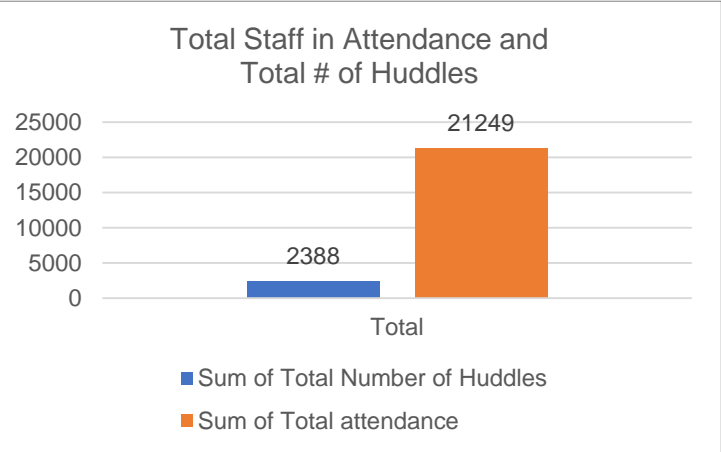
[2023]			[2024]				[2025]			
Jan – Mar	Jun – Aug	Sep – Dec	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun	Jul – Sep	Oct – Dec
1A	1B	AMH	Admitting	Ambulatory Care Unit	DI x 8 (Clerical, CT, Interventional, Mammo, MRI, Nuc Med & PET, RNs, US)	Cath Lab	CCDC	Decision Support	Health Records x 4 (Clerical, Coding, Release of Information, Transcription)	Bariatric Care Centre / Paediatric Healthy Living
2A	1C	Cancer Centre	Biomedical Engineering	HR	Housekeeping	IPAC	Fracture Clinic	Indigenous Collaboration	IT Network Operations & Infrastructure	Internal Medicine Clinic / Medical Transitions Clinic
2B	CAMHU	DI (X-ray)	Nutrition & Food Services	PFCC	Laundry & Linen Services	OHS		IT Support (TBRHSC)	EDI & Spiritual Care	Switchboard
2C	NICU	Perioperative x 5 (Endo, OR, PACU, Pre-Admission, SDC)		Rehab	Maintenance	Purchasing		IT Support (SJCG)		
3A	ICU	Forensics			Portering	Staffing Office		IT Help Desk		
3B	ED	MDRD				Stores				
3C		Pharmacy x 3 (Main, ICP, Specialty)				Strategy & Performance				
		Quality & Risk Management								
		Renal								
		Security								
		TCU								
7	6	17	3	4	12	7	2	5	6	3



Everyone has a role to play in Quality & Safety

Total Implemented:
71

QH Data – Measures of Success



[January 1, 2023 - July 31, 2025]



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



10

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

QHs – Celebrating Successes

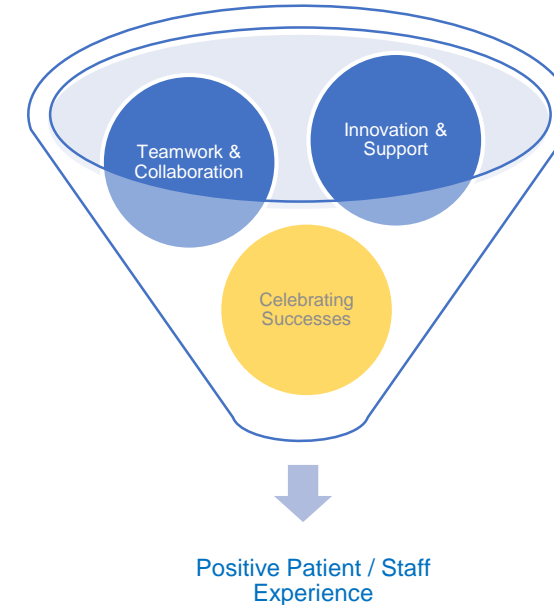
Quality Board

Thunder Bay Regional Health Sciences Centre STRATEGIC PLAN 2026

Quality Framework	Work in Progress	
	Data	Bright Ideas ♥
People-Centred Care		
Safe Care		
Accessible Care		
Appropriate Care		
Integrated Care		
	Celebrations	Next Conversation Date

Guiding Questions:
What are you working on?
How well are we doing?
Are our change ideas working?

Exceptional care for every patient, every time.



Quality Huddle Excellence Awards

October 15, 2025

This event will celebrate the contributions of our colleagues who implemented Quality Huddles in 2024. We will showcase achievements in several key areas including Patient and Family-Centred Care, Staff Experience, Workflow Improvement, Teamwork and Collaboration, and Safety



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

QH Excellence Awards – Recipients



Tara Posselwhite – TCU
“Laminated Seating Tags”



Nicole Moffett and Christian Nielsen – Security
“ED Improved Accessibility”



Jennifer Svane – Materials Management
“Vendor Shipment Amalgamation”



Victoria Marks & Megan Valente – PFCC
“Afternoon Snack Cart”



Ashley Dell – Portering
“Teletracker Mandatory Isolation”



Nancy Baker – MDRD
“New Sharps Cards”



Thunder Bay Regional
Health Research
Institute



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

QH Excellence Awards – Recipients



Rachel Lyon – 1A Medicine/Oncology
“Potassium Shifting PPDO”



Taylor MacKenzie – 2A Medicine
“Acute Withdrawal Desk Revamp”



Meghan Hill & Carrie Vita – 3C Surgery/Neuro
“Magnetic Butterflies”



Tracy Peltier – Labour & Delivery
“Operating Room Standardization”



Jennifer Pearson – Radiology
“MIS Recording Update”



Joelle Macey & Danielle Reszityk – AMH
“New WPV Risk Assessments”



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

Feedback and Next Steps

Survey Feedback	
QH Excellence Awards effectively recognized departmental-level QI initiatives	100%
Event was well organized	100%
Event was engaging and informative	92%

- ▶ Keep a list of your top change ideas
- ▶ Stay tuned for a similar event next Fall!



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



14

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

HSO Global Workforce Survey: *Results and Action Planning*

Amy Carr, Director, Human Resources



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



15

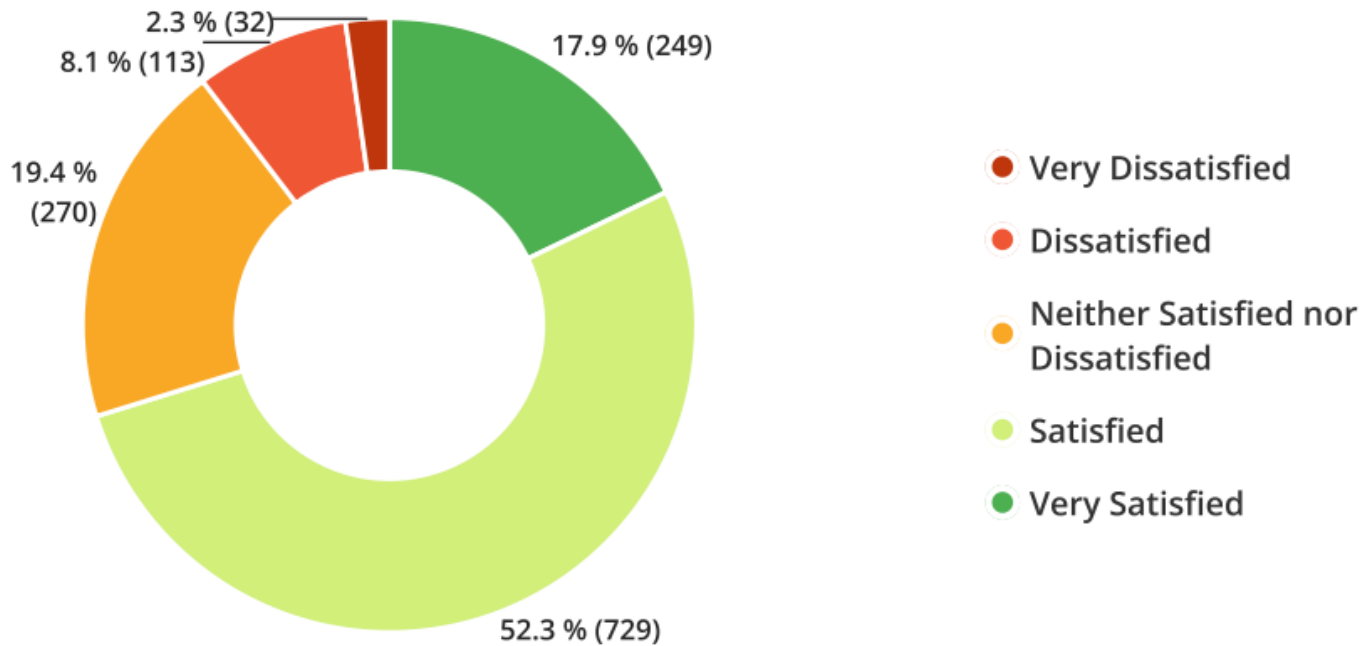
Exceptional **care** for
every patient, every time.

Thunder Bay Regional Health Sciences Centre

Jun 03, 2025 - Aug 26, 2025

Workforce Size = 3,316 # of Respondents = 1,393 Response Rate = 42.0%

Overall Satisfaction



Thunder Bay Regional
Health Sciences
Centre

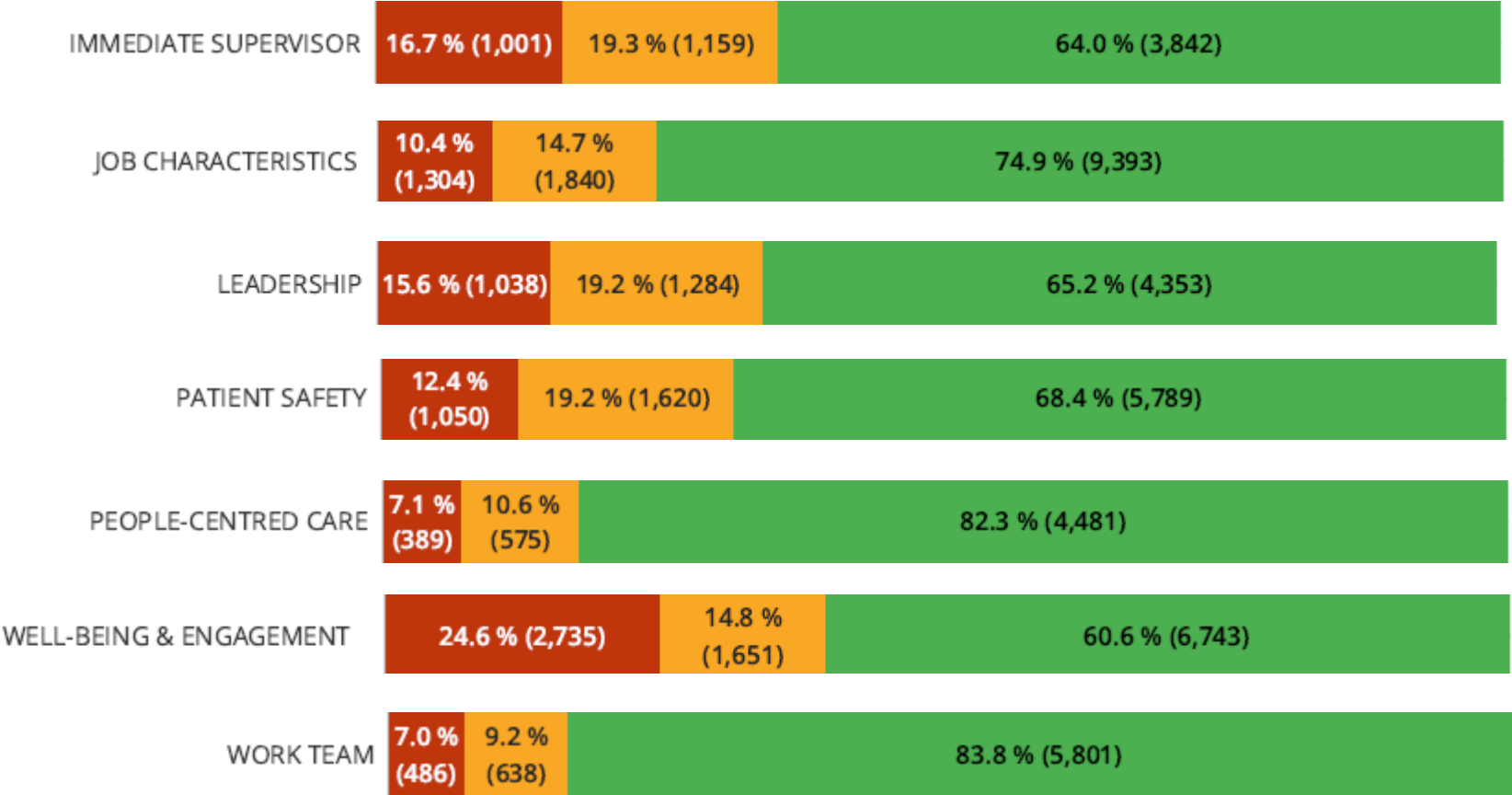
Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



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

Corporate Results by Dimension



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

Corporate Actions to Support Improvement

Well-Being and Engagement

- ▶ "What Matters to You?" Conversations
- ▶ Support for Health and Well-Being

Patient Safety

- ▶ Just Culture Toolkit
- ▶ Enhance Quality Huddles and Incident Learning Processes



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



18

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

Next Steps

- ▶ Department level report distribution
- ▶ Leaders to share results and engage with staff to:
 - ▶ Celebrate successes
 - ▶ Hold team based continuous improvement discussions



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



19

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

Strategic Plan 2026: Q2 Results

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



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



20

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

Overall Progress and Status Report to 2025/26 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	2				1
Sustainable Future	4	4				
Total	26	19	1	0	0	6








Thunder Bay Regional
Health Sciences
Centre







Thunder Bay Regional
Health Research
Institute



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

Strategic Indicator Results for 2025/26 Q2

-  Continuing to exceed new target for the number of patients that self-identify as Indigenous.
-  Exceeding target for the number of staff that have participated in “Repairing the Sacred Circle” an Indigenous Cultural Awareness and Education Primer (SLC, Managers and Staff)
-  Meeting target for the number of staff who completed “Wake the Giant”, an Indigenous cultural safety training program.
-  Exceeding target for overall positive experience ratings for Inpatient & Emergency Department patients.
-  30 day inpatient readmission rate for Congestive Heart Failure. Q2 results continue to fluctuate; not meeting target. **Preliminary results*

-  Fluctuations in this data continue year over year due to multiple primary and secondary factors (patient population, staffing, locum coverage and volumes, documentation). Working with Decision Support to determine root causation and areas to focus on for improvement. **Preliminary results*
-  Final results from HSO Global Workforce Survey in progress.
-  Exceeding target for number of investigator-initiated research studies informed by Northwestern Ontario population needs.
-  Below target for number of participants enrolled in a clinical trial in 2025/26.
-  Not meeting target for percent operating gross margin. New target is 0%.
-  Exceeding target for the proportion of patients aligned with regional programs/services. **Preliminary results.*



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

Cardiovascular Surgery Program (Construction Update)

Ryan Sears, *Director, Capital and Facility Services*



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

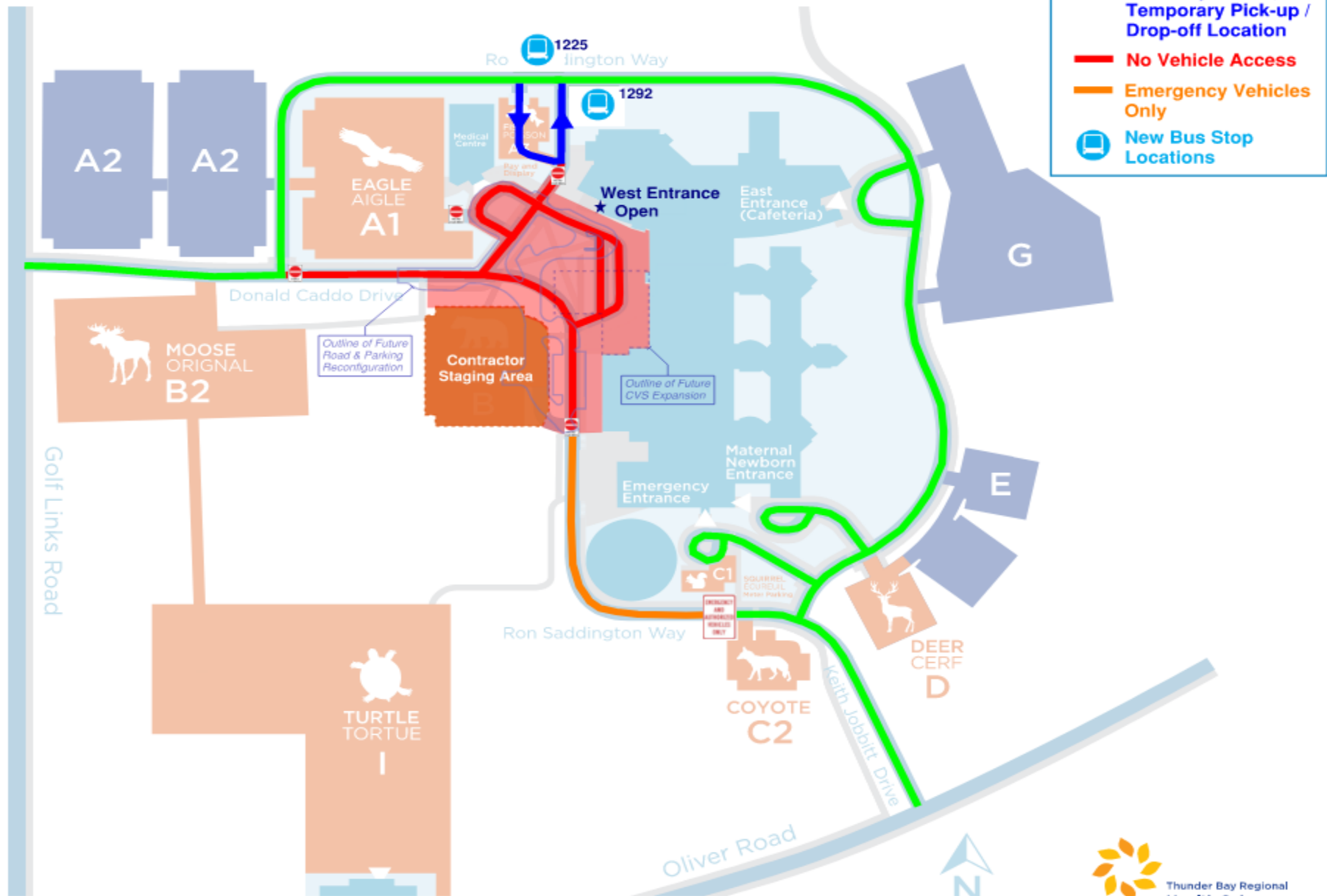


23

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

Cardiovascular Surgery (CVS) Project - Update

■ Area Closed for Construction for duration of project





Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



25

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

Need More Information?

Visit the Cardiovascular Surgery Program page on the Hospital's website.

► www.tbrhsc.net

Check out the Frequently Asked Questions resource.

► <https://bit.ly/TBRHSC-CVS-FAQs>



Cardiovascular Surgery Program
Frequently Asked Questions

Construction is expected to take three years.

What is the Cardiovascular Surgery Program?
To improve patient care for the region, Thunder Bay Regional Health Sciences Centre (TBRHSC) has been working with the Peter Munk Cardiac Centre (PMCC) at the University Health Network (UHN) to co-develop a cardiovascular surgery (CVS) program at TBRHSC since 2013. We are in an exciting stage of the project, where **76,000 square feet** of space will be renovated and expanded to accommodate a new comprehensive cardiovascular surgery program that will allow our Hospital to complete vital cardiac procedures, reduce wait times for urgent and elective procedures and ensure timely access to essential services in the region.

This transformative project will include

- 14** Cardiovascular Surgery inpatient beds
- 6** New Coronary Care Unit beds
- 1** New Hybrid Operating Room

Renovations to Operating Rooms 9 & 10 | A new Ambulatory Care clinic and Pre-admission Clinic expansion | Renovations to Medical Devices Reprocessing and Biomedical departments

Thunder Bay Regional Health Sciences Centre

Exceptional care for every patient, every time.



Thunder Bay Regional
Health Research
Institute



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

Meditech Expanse Update

Martina Boote, *Regional Director of Nursing Informatics, Northwestern Ontario Hospitals*



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



27

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

Advancing Patient Safety with Meditech Expanse

- ▶ Within Meditech Expanse, three key clinical tools will fundamentally improve how we order, verify, and administer medications:
 - **Computerized Provider Order Entry (CPOE)**
 - **Digital Order Sets**
 - **Bedside Medication Verification (Closed Loop Medication Process)**
- ▶ Together, these changes create a safer, more connected, and more efficient medication process that supports our teams and helps us provide **exceptional care for every patient, every time.**

MEDITECH
EXPANSE



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



28

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

Computerized Provider Order Entry (CPOE)

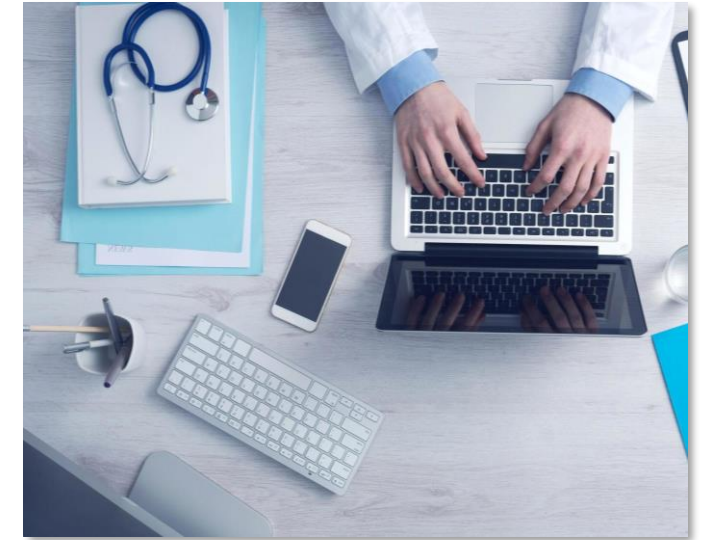
Current state:

- Orders are written by hand and manually entered into Meditech by non-providers (clerks, nurses, pharmacists, etc).



Future state:

- Providers will enter their own orders directly into Meditech (with some limited exceptions).



► Rationale:

- Eliminates issues from illegible handwriting or verbal miscommunication.
- Speeds up care by sending orders directly to pharmacy, lab, and DI.
- Integrates alerts for allergies, interactions, and duplicate therapies.

► Impacted Groups: Providers (Physicians, NPs, PAs, Midwives, etc.); Nurses; Pharmacy; Clerks

► Support: Training for impacted groups, consideration of task changes for pharmacy techs and clerks



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

Digital Order Sets

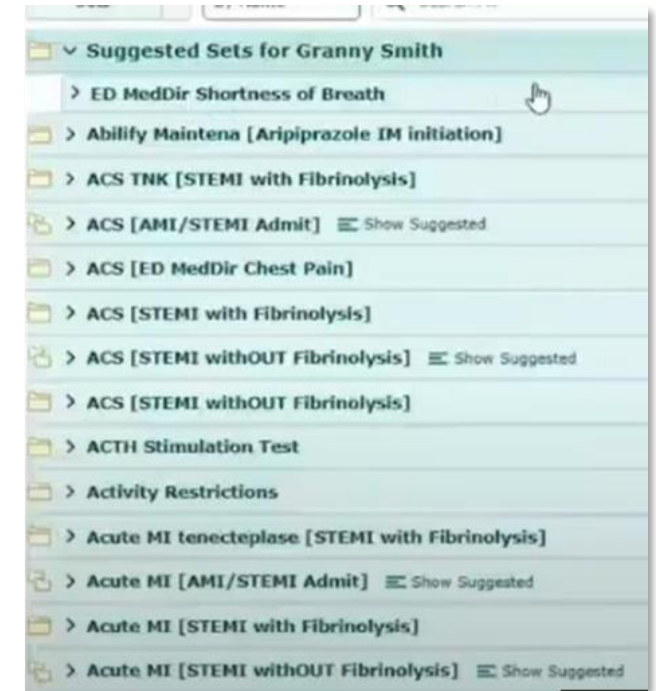
Current state:

- A limited number of order sets exist. All order sets end up as paper in patient's chart and must be entered as individual orders by hand.



Future state:

- Hundreds of order sets will be available in every area of TBRHSC. These will be integrated with CPOE and no manual entry is required.



► Rationale:

- Promotes consistent, evidence-based orders and reduces practice variation.
- Minimizes omissions, illegible handwriting, and incomplete or conflicting orders.
- Embeds best-practice prompts, dosing guidance, and contraindication alerts.

► Impacted Groups: Providers (Physicians, NPs, PAs, Midwives, etc.); Nurses; Pharmacy

► Support: Training for providers



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



30

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

Bedside Medication Verification

(Closed Loop Medication Process)

Current state:

- Medications are unpackaged prior to being at patient's bedside. Documentation re: medication is done on paper MARs.



Future state:

- Medications will be transported in barcoded packages to patient bedside, barcode scanners will be used for patient verification and medication checks, documentation will be digital on eMAR



► Rationale:

- Reduces med errors by confirming the right patient, drug, dose, time, route.
- Improves safety with real-time barcode checks before administration.
- Standardizes medication workflows and reduces variability.

► Impacted Groups: Nurses; Pharmacy

► Support: Training for nursing staff, Barcoding processes for pharmacy, Hardware considerations



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

How to stay Informed

Visit our website:



Bridge
northwest



TBRHSC Project Co-Lead: DawnaMaria.Perry@tbh.net

TBRHSC Program Co-Lead: Martina.Boote@tbh.net

Program Change Lead: Sondra.Seibel@tbh.net



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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

Update from the Thunder Bay Regional Health Sciences Foundation:

Giving Tuesday

Lindsay Doran-Bonk, *Manager, Digital Engagement, Thunder Bay Regional Health Sciences Foundation*



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



33

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



What is **GIVINGTUESDAY™**?

An international day of giving
after Black Friday and Cyber Monday.

This year: **Tuesday, December 2, 2025**

This is our 10th Giving Tuesday!

Donated so far: **\$441,466.29**

Items funded: **27**





This Year's Giving Tuesday

Goal: **\$30,567** in 24 hours!

Item: **Isolette** for the NICU

Matching Gift: **\$15,000** from a
generous local family!





How can you help?

1. **Visit us** by the Christmas Tree in the lobby **or donate online!**
2. **Film** a \$100+ thank you video
3. **Spread the word** to your departments





Questions?

Lindsay Doran-Bonk

Ext. 7124

lindsay.doran-bonk@tbh.net



Questions?



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



39

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

Closing Remarks

Dr. Rhonda Crocker Ellacott, *President and CEO, TBRHSC, and CEO, TBRHRI*



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



40

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



Take Our Kids To Work Day (Nov. 5)



Indigenous Career Experience (Nov.19)



Patient Transport Week (Nov. 2-8)



Medical Radiation Sciences Week
(Nov. 2-9)



Nurse Practitioner Week
(Nov. 2-9)



World Diabetes Day (Nov. 13)



Holiday Cheer Week – Coming in December!



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute



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