

Thunder Bay Regional Health Sciences Centre

VIRTUAL  
**TOWN HALL**



# Welcome to the Town Hall



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# Introduction

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



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# Agenda for April 15, 2026

- ▶ **Introduction** – *R. Crocker Ellacott*
- ▶ **Reflections From the Front Lines (Phlebotomist, Laboratory Services)** – *J. Wintermans*
- ▶ **Staff Spotlight (Sonya's Cupboard: TBRHSC Volunteer)** – *M. Valente*
- ▶ **National Volunteer Week 2026** – *M. Valente*
- ▶ **Accreditation 2026** – *M. Allain*
- ▶ **Professional Staff Recruitment and Retention 2025-26 Annual Report** – *J. Fawcett*
- ▶ **CVS Construction and Facility Updates** – *A. Bruno*
- ▶ **Meditech Expanse Local Update** – *D.M. Perry*
- ▶ **Your Questions Answered** – *J. Wintermans*
- ▶ **Closing Remarks** – *R. Crocker Ellacott*



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# Reflections From the Front Lines:

## *Phlebotomist, Laboratory Services*

Jennifer Wintermans, *VP, Clinical Services, Quality and Corporate Affairs*



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<https://youtu.be/gwQiCgcXMxc>



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# Staff Spotlight:

## *Sonja's Clothing Cupboard*

Megan Valente, *Operations Coordinator, Volunteer Services*



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# Sonja's Clothing Cupboard

- ▶ Celebrating **Sonja Aldrich – 30+ years of volunteer service**
- ▶ Driving force behind the Clothing Cupboard
- ▶ Providing dignity and essential support to patients at discharge
- ▶ Honouring her legacy with **“Sonja's Clothing Cupboard”**
- ▶ Thank you Sonja!



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# National Volunteer Week:

*April 19-25*

Megan Valente, *Operations Coordinator, Volunteer Services*



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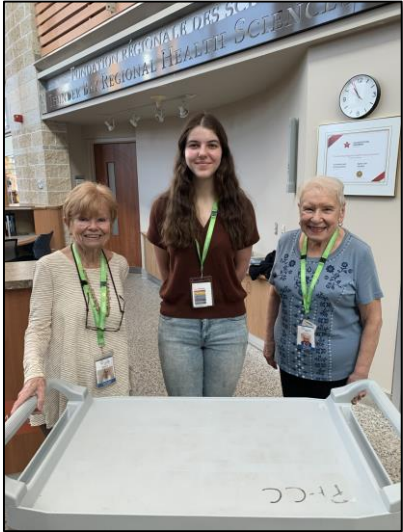
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# National Volunteer Week (April 19-25)

- ▶ International Volunteer Year is a once-in-a-generation opportunity to celebrate the power of civic participation and renew Canada’s culture of volunteering.
- ▶ Thank volunteers for their time and commitment (bright green lanyard).
- ▶ Coffee cart on Tuesday April 21 and Thursday April 23. Have a cup of coffee and connect with volunteers.



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# Accreditation 2026: *(May 11-14, 2026 On-Site Survey)*

*Michelle Allain, Interim Manager, Quality and Risk Management*



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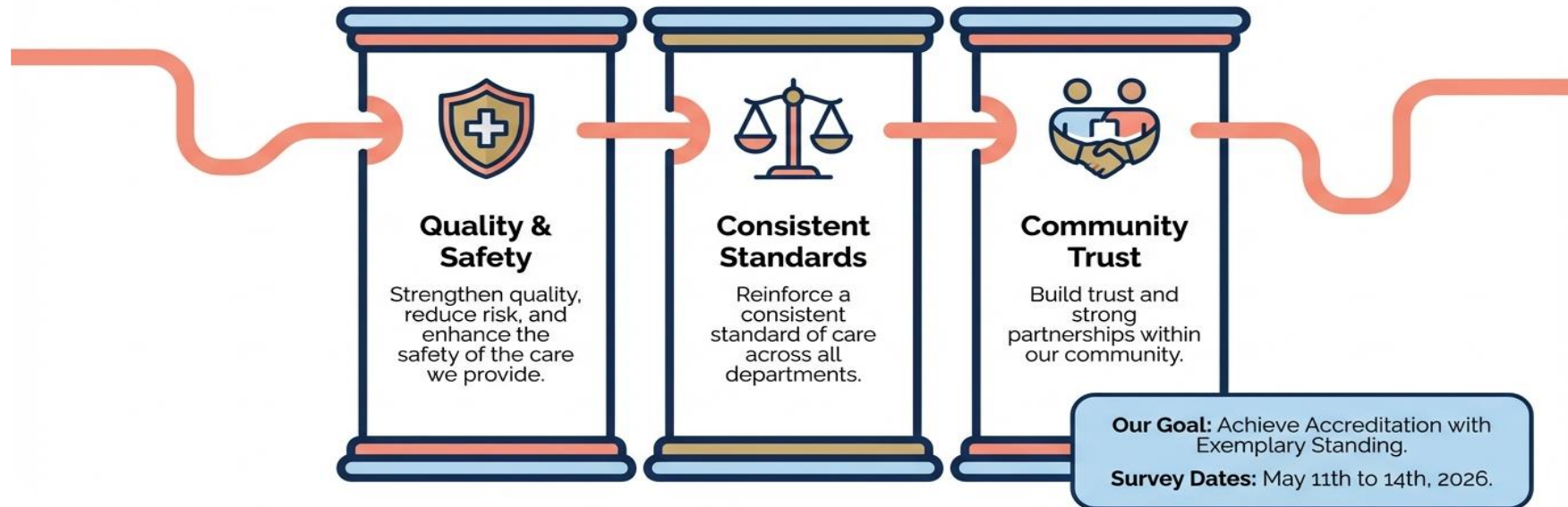
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On site survey  
May 11-14,  
2026

# Accreditation 2026

## Journey to Excellence



*Every role, every interaction, every day contributes to this standard.*



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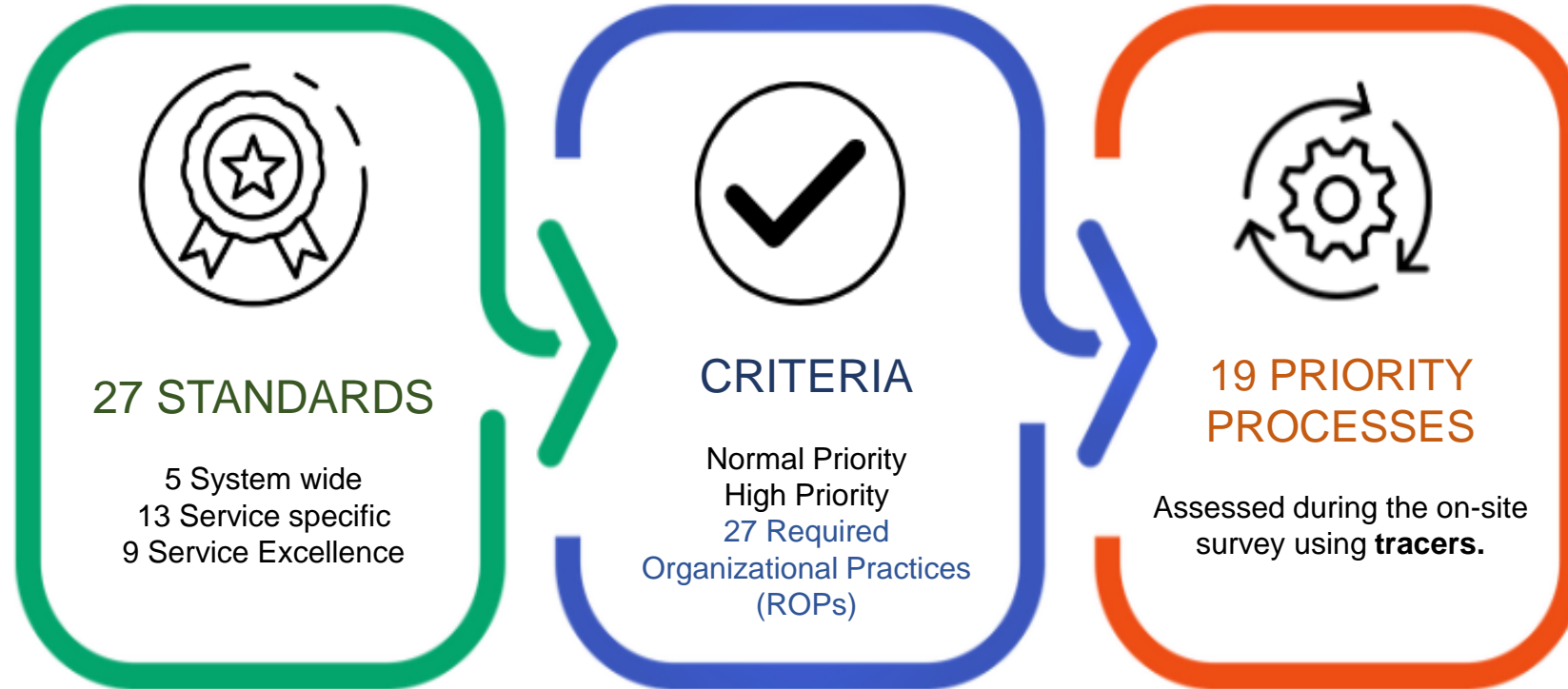
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# What is Being Evaluated?



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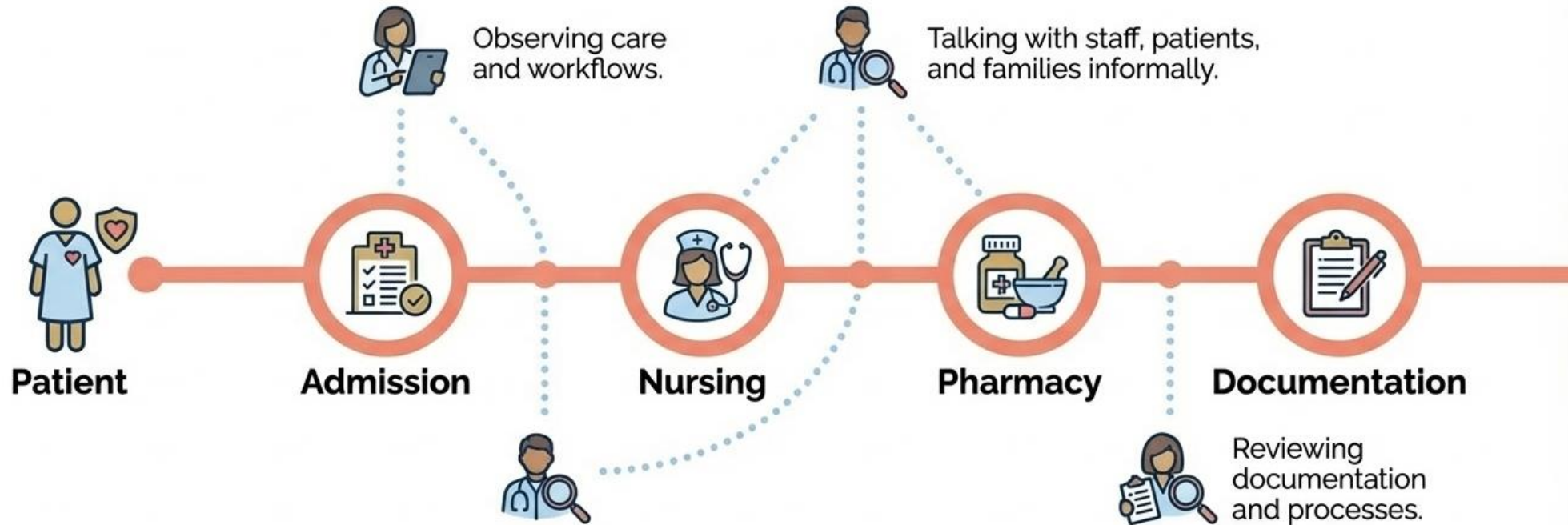


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# What to Expect...

Surveyors are not evaluating individual performance. The focus is on how our processes and systems support safe, high-quality care.



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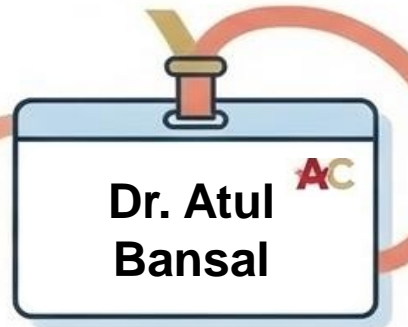
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# Meet our surveyors



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# What Surveyors Are Looking For...

You will notice them observing, asking questions, and engaging in conversation—connecting what they see, hear, and read.

- ▶ Safe care practices
- ▶ Staff who understand their role
- ▶ Teamwork & communication
- ▶ How we respond to challenges
- ▶ Patient and Family centered care



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# Talking with Surveyors: Quick Tips



**"Let me show you how we do that."**

**"I'd check with my colleague or manager."**

**"Let me find that information."**



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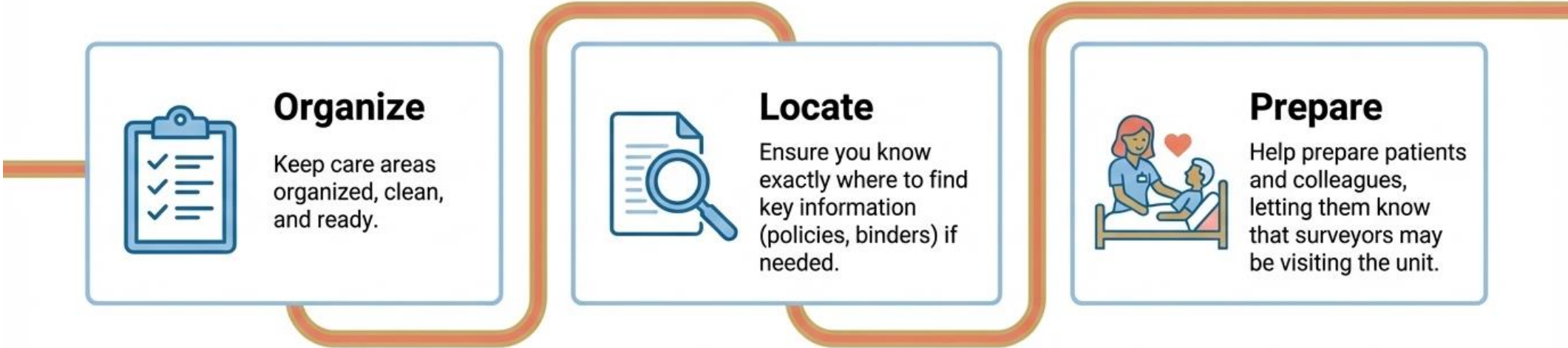
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# Practical Readiness



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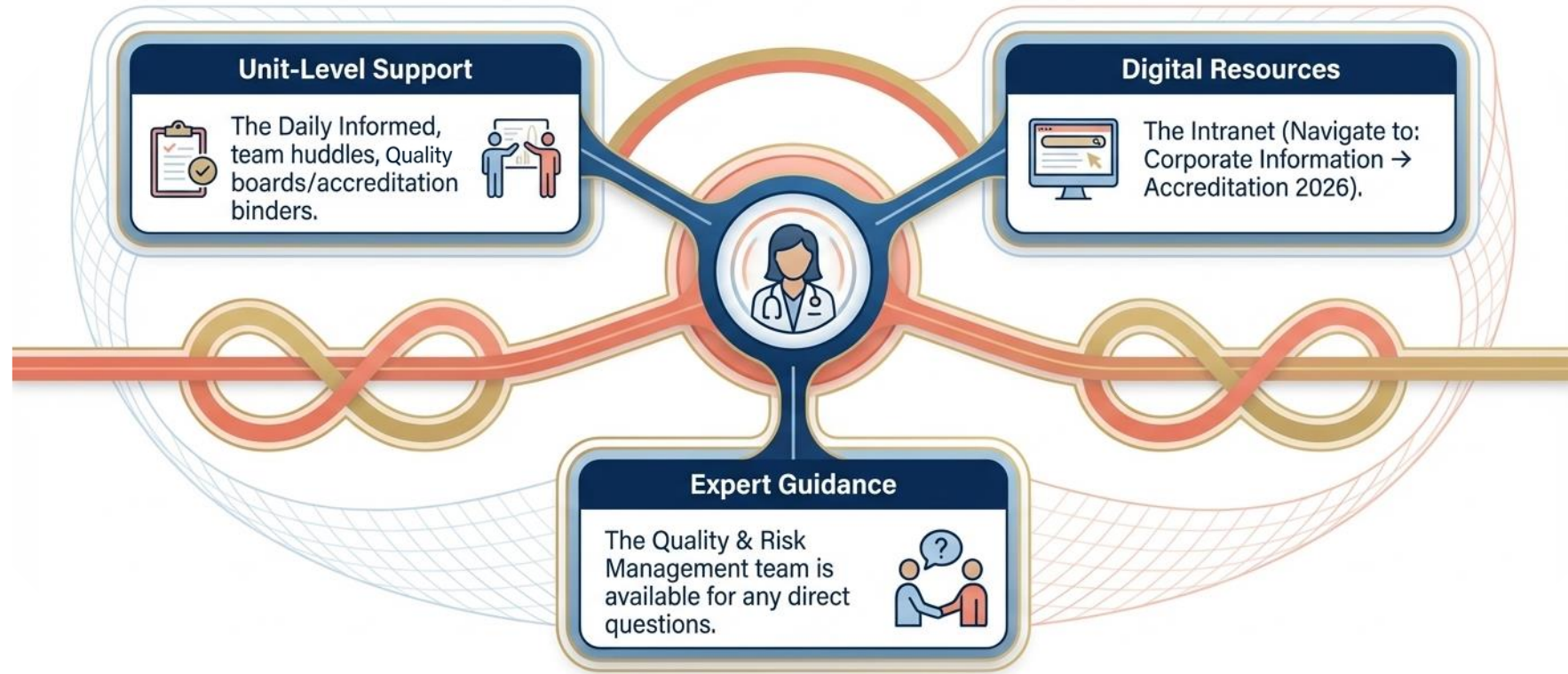
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# Support & Resources



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# Accreditation | May 11-14, 2026

**Accreditation is truly a team effort. Your engagement, teamwork, and the work you do every single day make a meaningful difference.**



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# Professional Staff Recruitment and Retention 2025-26 Annual Report:

*January 1, 2025 – March 31, 2026*

Jennifer Fawcett, *Director of Academic and Medical Affairs*



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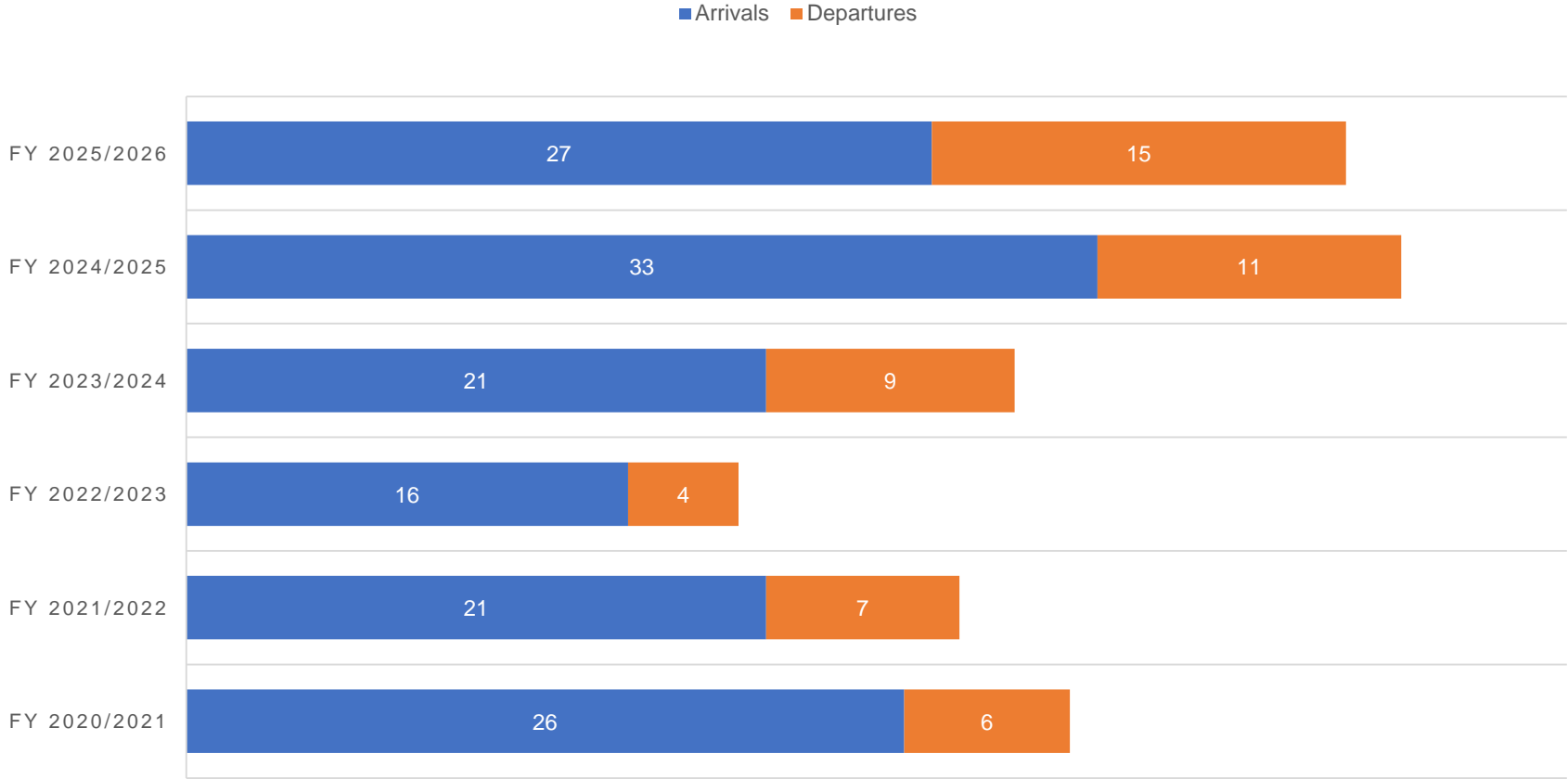
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# Professional Staff Recruitment



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# New Physician Recruits 2025-2026

- ▶ 1 Radiologist
- ▶ 2 Emergency Physicians
- ▶ 1 Hospitalist
- ▶ 1 Gastroenterologist
- ▶ 2 General Cardiologists
- ▶ 1 Infectious Disease Specialist
- ▶ 2 Interventional Cardiologists
- ▶ 3 Neurologists
- ▶ 1 Rheumatologist
- ▶ 1 Hematologist
- ▶ 1 Medical Oncologist
- ▶ 1 Pathologist
- ▶ 1 Adult Psychiatrist
- ▶ 1 Child & Adolescent Psychiatrist
- ▶ 1 Colorectal/General Surgeon
- ▶ 2 Ophthalmologists
- ▶ 1 Orthopaedic Surgeon
- ▶ 1 Surgical Oncology/General
- ▶ 3 Urologists



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# Workforce Snapshot

## Vacancies (FTE)

Anaesthesia & Pain Management | 8.0

Critical Care | 2.0

Diagnostic Imaging

• Radiology | 1.0

Hospitalist Service | 2.5

Internal Medicine

• General Cardiology | 1.0

• Dermatology | 1.0

• Endocrinology | 2.0

• Gastroenterology | 1.0

• Infectious Disease | 1.0

• Respiriology | 2.0

• Rheumatology | 1.0

Obstetrics & Gynecology | 2.0

Oncology

• Oncology | 2.0

• Palliative Care | 1.0

Paediatrics | 1.0

Pathology | 2.0

Psychiatry

• Adult | 2.5

• Child & Adolescent | 0.6

Surgery

• Ophthalmology | 1.0

• Orthopedics | 1.0

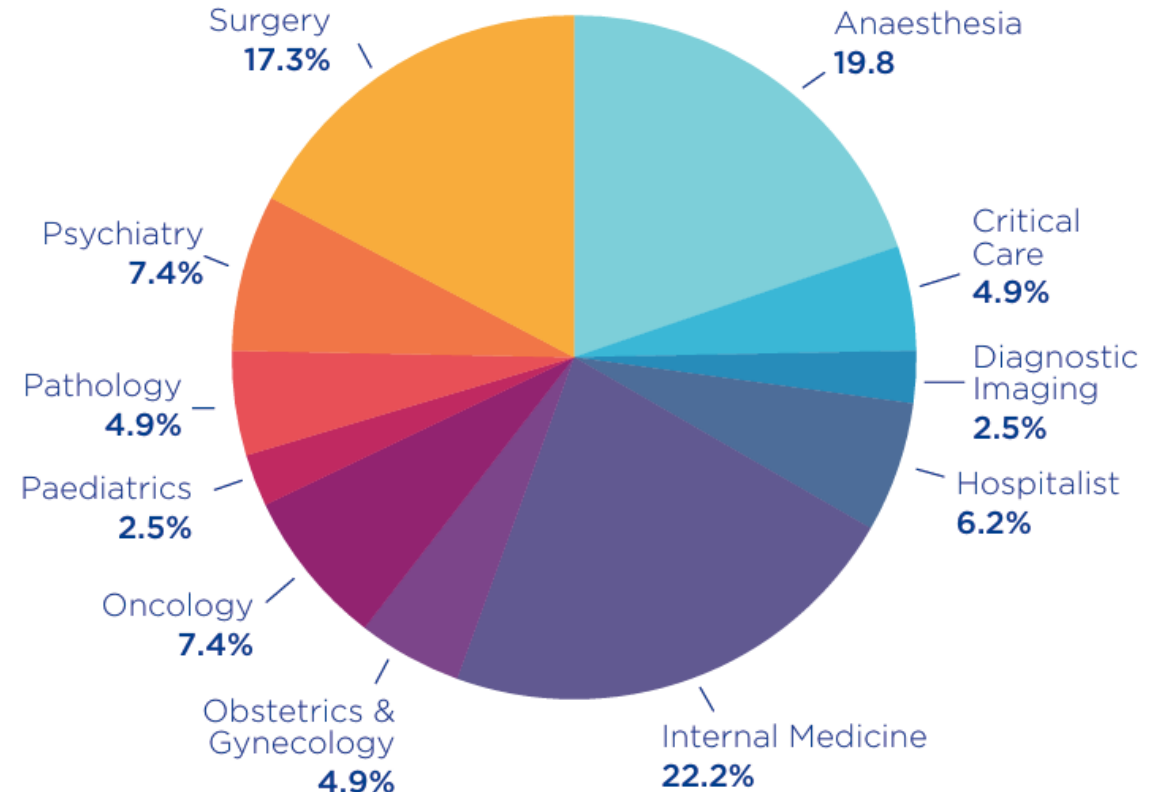
• Otolaryngology | 1.0

• Plastics | 2.0

• Thoracic | 1.0

• Vascular | 1.0

## Vacancy % by Department/Service



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# Risk Profile

## Current Retention Pressures

Sustained vacancies and/or reliance on temporary coverage impacting service stability in the following services:

- ▶ Anesthesiology
- ▶ Respiriology
- ▶ Plastic Surgery
- ▶ Thoracic Surgery
- ▶ Vascular Surgery

## Key Retention Risk Factors

- ▶ Limited access to research and academic career pathways
- ▶ High clinical workloads and call burden
- ▶ Concerns regarding long-term workforce sustainability

## Strategic Implications

- ▶ Continued investment required in stabilization strategies for high-risk specialties
- ▶ Strengthen academic integration and leadership development pathways
- ▶ Enhance onboarding, mentorship, and community integration supports
- ▶ Focus on long-term workforce sustainability for Northwestern Ontario



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# Successes 2025-2026

- ▶ Significant progress in strengthening clinical capacity, including the addition of:
  - ▶ 4 Cardiologists, 1 Infectious Disease Specialist, 3 Neurologists, and 1 Rheumatologist
- ▶ Offer acceptance rates exceeding 90% demonstrate the effectiveness of current recruitment strategies and reflect a positive candidate experience
- ▶ Continued collaboration with NOSM University remains a key pipeline for recruitment, with a growing number of NOSM graduates contributing to and sustaining the physician workforce
- ▶ Early impact of the Onboarding Support Program
  - ▶ Launched in June 2025, the program has seen strong physician engagement. Early feedback has been positive and helped identify targeted opportunities for ongoing enhancement



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# Priorities for the Coming Year 2026-2027

- ▶ Strengthening structured onboarding and first year supports
- ▶ Enhancing clarity of clinical and academic role expectations
- ▶ Using experience & clinical service volumes data to inform physician workforce planning
- ▶ Advancing a proactive, data-driven retention strategy
- ▶ Advocating for competitive funding and call coverage models
- ▶ Improving medical leadership role clarity, accountability & department structures
- ▶ Addressing workload pressures in Medical Affairs recruitment
- ▶ Establishing a Physician Wellness & Relations Committee
- ▶ Strengthening academic registrant supports



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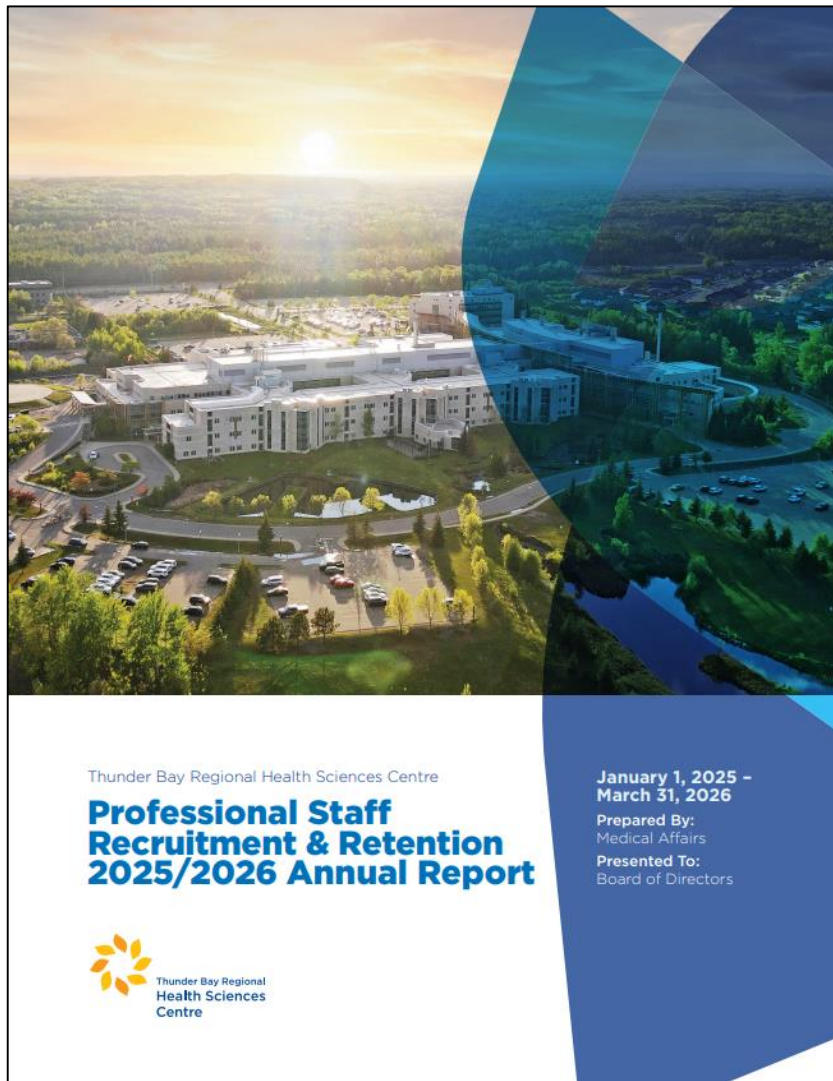
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# Cardiovascular Surgery Program (Construction Update)

*Aaron Bruno, Project Manager, Capital and Facility Services*



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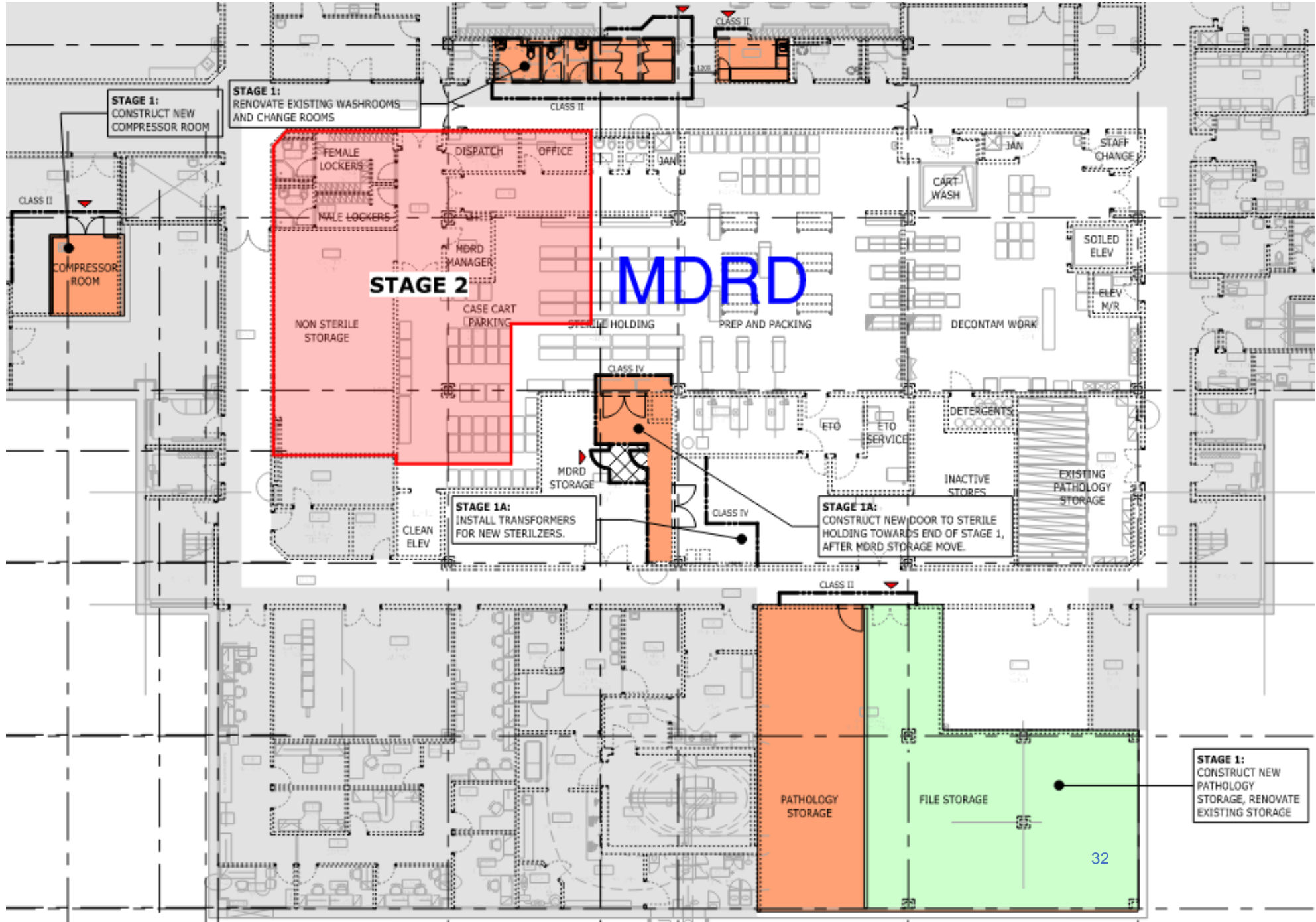


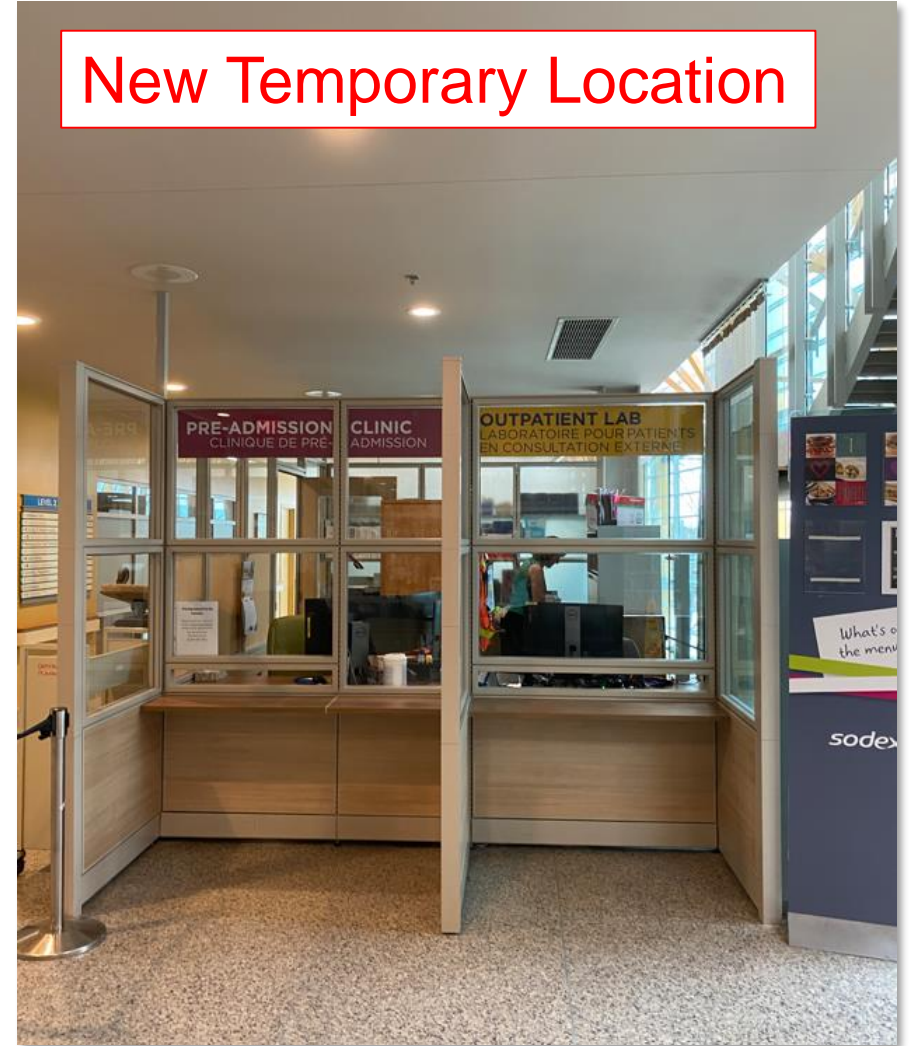


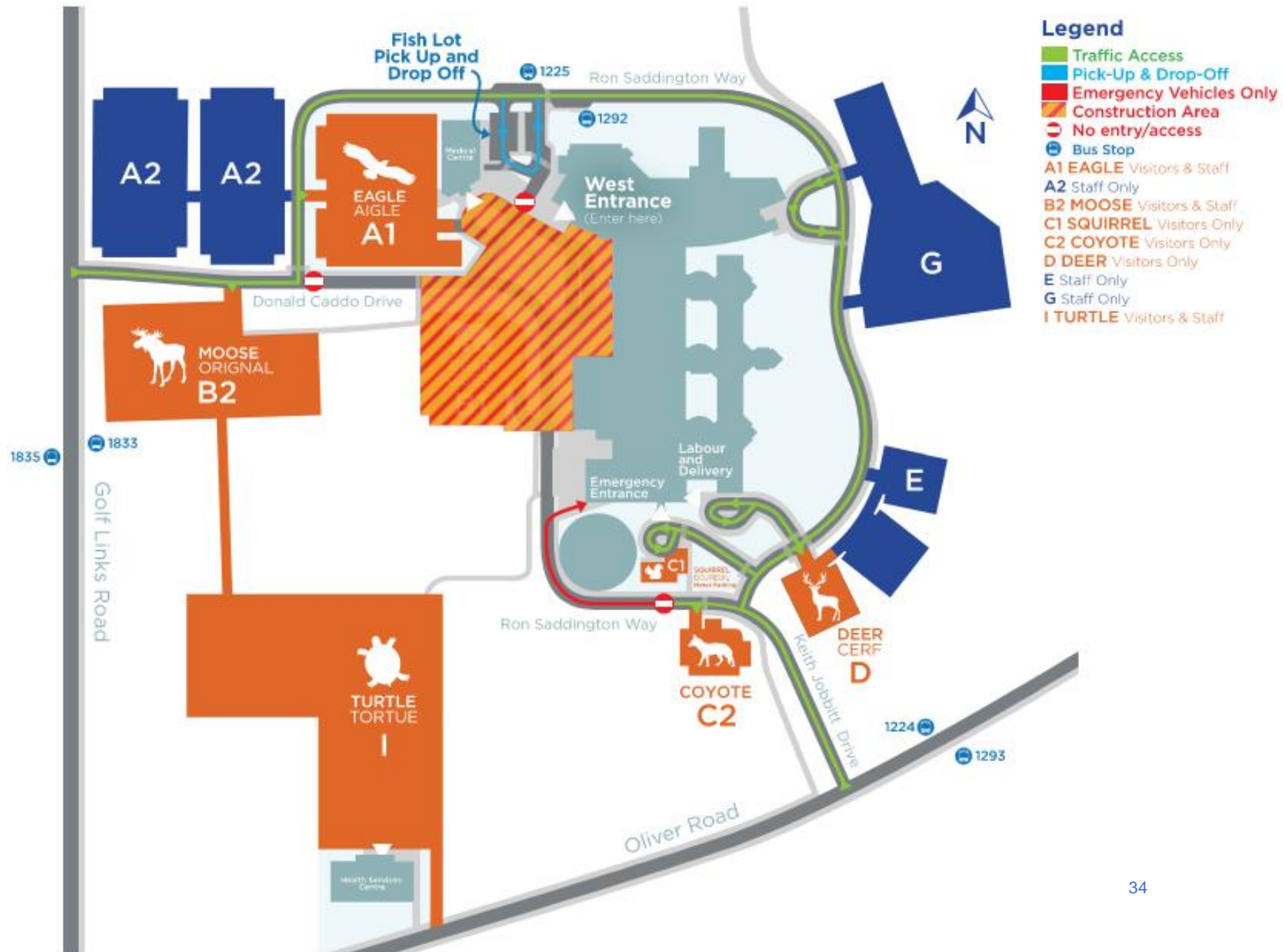
Hybrid OR



Penthouse







# Need More Information?

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

▶ [www.tbrhsc.net](http://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 Cardiovascular Care clinic and Pre-admission Clinic expansion | Renovations to Medical Devices Reprocessing and Biomedical departments

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# Meditech Expanse Local Update

Dawna Maria Perry, *Interim Chief Nursing Information Officer*



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# 12 MONTH MILESTONE



**Bridge**  
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# Effort

- ▶ Subject Matter Expert
- ▶ Working Group
- ▶ Governance

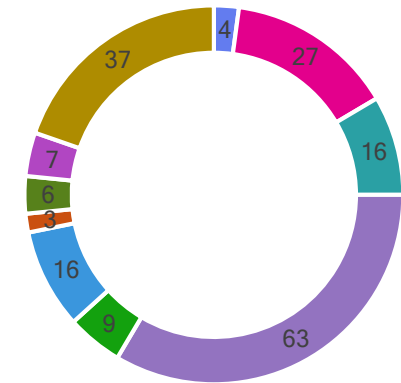
**In-month  
Involvements**

**188**

**Cumulative  
Involvements**

**337**

## Involvements By Role



- Senior Leadership
- Physician
- Director
- Manager/Coordinator
- CNS
- RN/RPN
- Tech (Pharm, DI, Lab, HealthRec)
- Team Lead/Practice Lead
- Clerical
- Other



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# Accomplishment



Validation of workflow



Review of interventions and protocols



Review documentation templates



Technical readiness assessment



Ongoing Order Set review



Validation of data dictionaries



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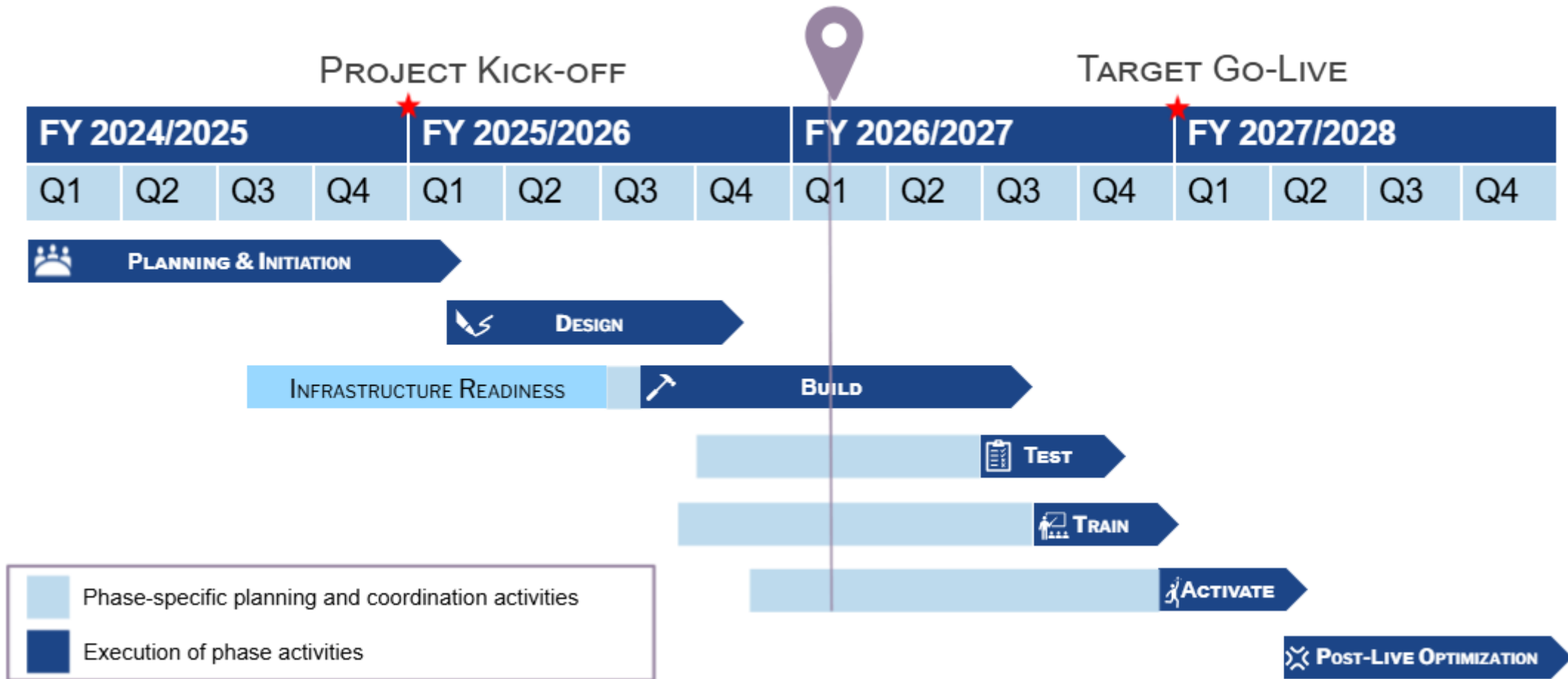
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# Moving Forward



# Join our Team

- ▶ SME
- ▶ Training
- ▶ Change Specialist



**HIRING**  
**CHANGE SPECIALIST**

Meditech Expanse Capital Project  
Northwestern Ontario

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# Questions?



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# Closing Remarks

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



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Be A Donor Month



Oncology Nursing Day (April 7)



Medical Laboratory Week (April 12-18)



4<sup>th</sup> Year NOSM U students arrive



National Volunteer Week (April 19-25)



Laundry and Linen Appreciation Week (April 20-26)



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