



Performance Report

2004-2005

Our yearly Performance Report highlights some of the key areas where TBRHSC is making changes to continually improve patient care, and gives us an opportunity to recognize those staff members who are dedicated to delivering the best care possible.

Patient Satisfaction: Have Your Say

TBRHSC believes that Patient Satisfaction is the one true measure of how successfully we are serving Thunder Bay and region. This year, we collected approximately 1,000 Patient Satisfaction surveys, department surveys, and comment cards to understand your needs and expectations better. Next time you are at the TBRHSC, fill one out. Your comments will help improve our level of services and patient care.

For more information, visit www.tbrhsc.net or call (807) 684-6000.

Diagnostic Imaging Waiting Lists

DI Waiting Lists Down and Still Falling

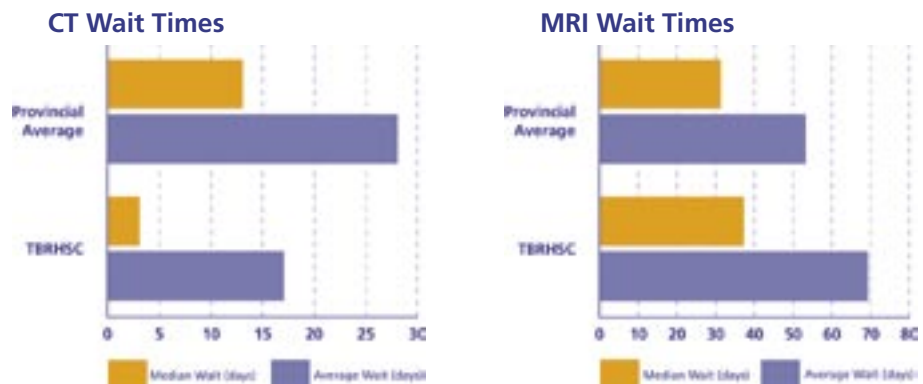
Waiting lists are one of the biggest concerns for residents of Thunder Bay and region, and indeed right across Ontario. Reducing waiting times remains one of our top priorities for the TBRHSC as well, and this past year we have been successful in several key areas of Diagnostic Imaging.

With the addition of a new state-of-the-art MRI unit in August 2005, TBRHSC has doubled its capacity from 4,400 scanning hours per year to approximately 8,900. The new equipment is larger and more comfortable for patients, allowing feet-first positioning, less noise, and shorter exam times.

Through a partnership with Superior Imaging, TBRHSC has reduced CT scan wait times by adding 40 hours per week or 6,000 additional scans per year – a 42% increase. In addition, we have expanded our hours of operation for both Mammography and Ultrasound, which will double our patient load capacity.

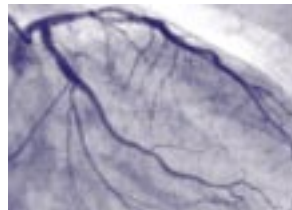
Provincial Wait Time Data

In October 2005, the Ministry of Health and Long-Term Care (MoHLTC) published wait times for five key health services including CT and MRI scans. TBRHSC had better than average wait times for CT scans. (Note: Data from July 2005, before new TBRHSC MRI installed)



Technology & Specialty Programs

Cardiac Cath Lab Upgrades Imaging Capabilities



Three key systems and equipment purchases have improved patient heart treatment services at TBRHSC. A new digital imaging system allows cardiologists to get the best pictures possible for more accurate diagnosis and treatment follow-up. Patients also receive less radiation and contrast medication doses, increasing patient safety and comfort.

These images are now stored in a digital archiving system, allowing them to be easily accessed by family physicians and other doctors including those at other hospitals. A new data management system also improves patient care by automatically creating comprehensive reports and detailed diagrams.

Funding for these systems (\$2.4 million) came from the Thunder Bay Regional Health Sciences Foundation, the MoHLTC, and residents in Thunder Bay and region.

Infection Control Helps Reduce Spread of Disease

With the increase of SARS and other highly infectious diseases throughout Canada and the world, TBRHSC has developed a program to manage and contain these diseases

should an outbreak occur in Thunder Bay. Infection Control develops procedures based on provincial guidelines to help protect patients and staff at TBRHSC as well as the general population.

Infection Control is also responsible for preventing the spread of common infections. As part of this program, hand-sanitizing stations are located in more areas throughout the Health Sciences Centre. TBRHSC was closed to visitors several days this year during flu season as another preventive measure. Infection Control has also developed procedures for treating patients with Antibiotic Resistant Organisms (AROs). These include immediately isolating a patient diagnosed with an ARO, and educating patients, family, and staff on how to reduce the spread.

ICR Discoveries To Increase Research

Creating a research environment is important for many different reasons. Not only does it help attract more specialists and career scientists to TBRHSC, but it also helps improve patient care. For example, clinical trials allow patients access

More Doctors Come to Thunder Bay

Recruitment of physicians and specialists remains a top priority to help increase patient care, reduce travel to other hospitals, and reduce wait times. This year, 24 doctors visited Thunder Bay on community-sponsored site visits. So far, ten have joined TBRHSC and three more will be joining TBRHSC in the New Year.

Total Number of TBRHSC

Physicians and Associates:	458
Active/Associates:	185
Locums:	172
Courtesy:	101

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to the latest treatments available. Regional Cancer Care at TBRHSC helped create the Institute of Cancer Research (ICR) Discoveries with Lakehead University and the Northern Ontario School of Medicine (NOSM). The purpose of this partnership is to increase funding for local research projects.



New Telehealth & Information Services Systems Connect Regional Sites

Telehealth in Action: Telehealth Consult Averts Risky Transfer

Last winter, physicians in Terrace Bay needed an emergency surgical consult for a patient. Weather conditions were poor, and the 2.5-hour transfer would be risky. However, doctors were able to connect with a surgical specialist at TBRHSC in a videoconference consult using the Telehealth system. As a result, the patient did not have to undergo the risk – or the inconvenience – of travelling to Thunder Bay.

The Information Services and Diagnostic Imaging Departments at TBRHSC partnered with regional hospitals to install a digital image transfer system this year. X-rays, ultrasounds, CT scans, and other diagnostic images can be transferred over a secure Internet-like connection to Thunder Bay, and to specialists at other hospitals. This reduces patient travel, time and expenses, and increases service to under-served areas in Northwestern Ontario and First Nation Communities.

A similar system that allows patient records to be electronically transferred to and from seven regional hospitals was also launched this year. Regional physicians can access test results and other information from TBRHSC faster, and send records to specialists for patients coming to Thunder Bay for treatment. Northwestern Ontario now has one of the most advanced rural medicine information systems in the world.

Staff & Administration

Long Service Awards

In September 2005, CEO Ron Saddington and 1st Vice Chair of the Board of Directors, Robert Altree honoured 276 staff members in a pin presentation for their years of dedication. More than half of these staff members contributed over 15 years of service, and 45 contributed over 30 years. **We congratulate all recipients!**

Nursing 70/30 Goal

TBRHSC implemented a plan this year to reach a targeted goal of 70% full-time nurses / 30% part-time nurses. A growing body of evidence shows that increasing full-time positions in Nursing improves patient outcomes, satisfaction and safety. Our strategy supported the development of over 60 new full-time positions to achieve a budgeted percentage of 70% of nursing hours from full-time. Hours of care reported as full-time

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continue to increase year over year. Maintaining an appropriate balance of part-time nurses is also essential to allow flexibility in scheduling and ensure that patients 24-hour care needs are met.

Nursing Awards of Excellence

Every year during National Nursing Week, TBRHSC recognizes the contribution and commitment of our Nurses who put patient needs first and demonstrate a commitment to excellence. As a component of our recognition events, 17 Nursing Awards of Excellence were awarded to Registered Nurses and Registered Practical Nurses. In addition, TBRHSC recognized the contribution and commitment of 192 Nurses for their role as preceptors within the Health Sciences Centre. Their work with students and new staff is an essential element of training and development.

2005 "Walk the Talk" Medical Staff Awards

Each year, TBRHSC recognizes physicians and staff members who go above and beyond in their patient care.

President's Award of Excellence	Dr. Gabriel Mapeso
Leadership Award	Arlene Thomson
Individual Awards	Leona Cuma, Diane Hiscox, Debbie Kelly, Pam Macko, Elizabeth Straiton, Marcella Uhyrniuk
Courtesy Awards	Janis Fratpietro, Leona Cuma, Gail North
Team Award	Print Shop/Graphic Design/Media Support
Department Award	Emergency
Volunteer Awards – TBRHSC	Jocelyn Bodnar, Val Dennison, Anne Opaski, Earl Strey
TBRHS Foundation	Dagmar Stephenson
NCRF	Jody Nesti
Medical Staff Awards	Dr. Adrien Chan, Dr. Lois Hutchinson, Dr. Morris Mymko

Pictured below, left to right: Presidents Award or Excellence - Dr. G. Mapeso; Leadership Award - Arlene Thomson; 35 Years of Service - Karen McPhail; 35 Years of Service - Gary Smith; 25 years of Service - group present at ceremony; Department Award - Emergency



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Volunteer Services

Total Number of Active Volunteers – 800

Volunteer Services - 377, TBRHSF - 120, NCRF - 200,
Volunteer Association to TBRHSC - 211

***In-house hours of service between
April 1, 2004 and March 31, 2005* – 29,222***

*does not include fundraising

Volunteers contribute enormously to the level of care TBRHSC provides its patients. There are 29 areas within the facility where service is enhanced due to the invaluable time each of the 800 volunteers donate. From the Information Desk in the Front Lobby and the Seasons Gift Shop, to escorting patients to physiotherapy, delivering flowers, and sitting with families in ICU, their dedication and caring gives comfort to all patients and visitors of TBRHSC.

Balanced Budget

In October 2004, the Ministry of Health and Long Term Care began an 18-month process requiring hospitals to balance their budgets by March 31, 2006 without reducing service levels. As a result, we developed and implemented a comprehensive strategy to review the efficiency of our operations in order to assist us in balancing our budget. The plan included:

1. Benchmarking our efficiency against 22 comparable peer hospitals within Ontario.
2. Soliciting cost-saving and revenue-generating ideas from staff, management, physicians and Board Members both through meetings and via anonymous submissions on our iNtranet site.
3. Exploring opportunities to partner with other organizations in order to improve efficiency and lower operating costs.

The benchmarking process identified potential cost savings by comparing our efficiency in each department to that of the top 25 percent of our peer hospitals. The results confirmed that our overall efficiency is already quite high and is comparable to many top performing peer hospitals. However, additional savings have been identified and realized and further opportunities are being investigated diligently. At this point, we are projecting a deficit for 2005-06, but we expect to balance our budget for 2006-07 and beyond without significant service reductions. As well, we are committed to ongoing performance benchmarking as a means of encouraging continuous process improvement and to ensure we continue to deliver high-quality services as efficiently as possible.



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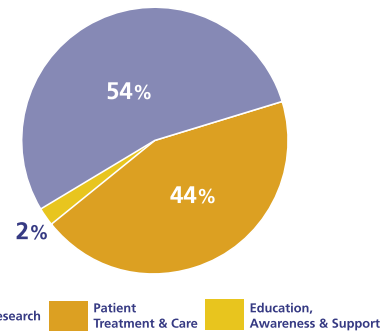


NORTHERN CANCER
RESEARCH FOUNDATION

Northern Cancer Research Foundation

The Northern Cancer Research Foundation (NCRF) funds cancer care efforts in three major areas: cancer research, equipment purchases, and education and awareness for patients and the general public. All three areas are equally important to the NCRF, but each is funded according to its needs. We are proud to say that 100% of the funds raised by the NCRF, or on our behalf, remain in Northwestern Ontario.

As of October 2005, the NCRF has allocated almost \$6.7 million in grants, including funding for a new dedicated CT scanner for Regional Cancer Care, continued support of the Research Lab, and "The Bottom Line" Campaign last spring to raise awareness about colorectal cancer.



\$6,687,039.37

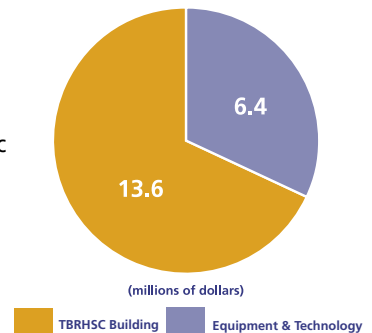
Total grants distributed to October 2005



Thunder Bay Regional Health Sciences Foundation

Thunder Bay Regional Health Sciences Foundation (TBRHSF) raises funds to support patient care services at the Health Sciences Centre. Thanks to the generosity of our donors in Thunder Bay and across Northwestern Ontario, since 1998, over \$20 million has been raised to help build the Centre and to provide new equipment and technology that directly benefits our patients.

The Foundation's current campaign, Save a Heart and Reduce the Wait, with a goal of \$2.67 million, addresses two very vital patient care concerns of our area – an exceptionally high incidence rate of cardiac disease and the extended wait of up to 52 weeks for elective patient MRI services. Donor support of this campaign will help fund much-needed cardiac equipment in the Cardiac Catheterization Lab enabling early detection of problem areas and purchase the second MRI that will reduce elective patient wait time to 10 weeks, an improvement of over 80%.



\$20,000,000 raised for TBRHSC building & equipment