

Health Sciences North 2019 Annual General Meeting

Report from the Board Chair
Nicole Everest



Health Sciences North
Horizon Santé-Nord

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AGM – June 19, 2019

It is my pleasure to present you with the 2019 Report of the Board Chair of the Health Sciences North Board of Directors.

Let me begin by saying this has been an exciting year at HSN and HSNRI as we have achieved financial stability with a balanced budget, have witnessed several significant developments with our teaching and research capacity, and after historic consultation, launched a new Strategic Plan which will guide us for the next six years as we continue to deliver quality care to the patients of Northeastern Ontario.

The Board of Directors governs Health Sciences North in accordance with all relevant government legislation and regulations, its by-laws and Board policies and is always accountable to our community and our patients.

The Board fulfills its duties by setting annual performance goals for HSN's President and Chief Executive Officer and Chief of Staff.

My remarks will focus on the organization's achievements as compared with those expectations set by the Board.

This past January, the Board approved the organizations' 2019-2024 Strategic Plan after engaging patients, families, employees, medical staff, researchers, learners and volunteers.

Our external consultations included our health, social service, primary care and academic partners, as well as partnering hospitals and funders.

In 2018, we gathered input from more than 3,100 stakeholders and validated the plan with 730 of these same participants.

We have a renewed Purpose, replacing our previous mission and vision statements: to provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.

Our new Strategic Plan articulates three commitments. We also refreshed our values, which include respect, quality, transparency, accountability, and compassion.

We have five key goals to achieve by 2024:

- Be Patient and Family-Focused;
- Be Digitally-Enabled;
- Be Socially Accountable;
- Support and Develop Our People;
- Strengthen Our Academic and Research Impact.

We also have 19 measured outcomes to achieve in the next six years.

Building on the momentum of the launch of our new Strategic Plan, the Board approved a balanced 2019-2020 budget in March, a first for the organization in three years.

This budget eliminated an \$11.1 million deficit from the previous year and has the organization turning a corner.

Financial stability allows us to now invest in what matters most to Northerners, as indicated in the Strategic Plan.

Our Treasurer will comment more on our financial performance in the last fiscal year.

Our most recent Board of Directors meeting in May included approvals of several significant business cases which will have lasting benefits for our patients and the community.

You just heard from our Chief Medical Information Officer, Dr. Tyler Christie.

Last month, the Board approved a plan to implement an electronic medical record that will improve patient care and is aligned with regional and provincial partners' health care information systems.

This is good news for our Medical Staff who will have more timely access to information about their patients.

A new electronic medical record will also help improve wait times for patients, while making their healthcare safer and more efficient.

The board also approved a plan to implement a new Human Capital Management System, which will help address leadership gaps within the organization, while providing digital tools to better understand staff workloads and improve recruitment.

In June 2018, the Board reviewed the organization's first Risk Management Framework.

A follow-up report was considered by the Board in May 2019.

We examined risks facing the organization which could result in a significant impact to hospital operations.

In the coming years, the board will continue to monitor these risks while developing adequate strategies to reduce them to appropriate levels.

We are also on track to finalize an updated Capital Master Plan aimed at addressing the future capital needs of Greater Sudbury and Northern Ontario.

Northerners know that HSN was built too small.

While we were intended to be a one-site hospital, we currently have 14 sites within the City of Greater Sudbury.

As called out in Outcome #1 of our new Strategic Plan, the focus of our new Capital Master Plan is to create new bed spaces, meet future space demand in particular for mental health and addictions care, cluster programs for kids and youth and reducing where we can their need to travel outside the region for care, reduce our number of sites in Greater Sudbury, improve way-finding and 24/7 access to healthy retail food options for outpatients and visitors.

Meanwhile, we continue to see progress on two current capital projects that will have significant benefits for the patients of this region.

Construction is near completion on the PET-CT Suite, which will help improve patient care and save patients over 477,000 km annually in health travel.

We are very excited that we will be scanning the first patient in our new PET-CT Suite this summer.

Project fundraising was originally motivated by the late Sam Bruno who captivated the entire region with his passion to improve access to the best care possible for the people of Northern Ontario.

Construction also continues on the \$26 million Labelle Innovation and Learning Centre, which will house more than 2,100 learners who will become future doctors, nurses, technicians and paramedics.

This facility, complete with a state-of-the-art Simulation Lab, will allow those learners to hone their skills, while helping HSN to build on its reputation as a world-class teaching and research facility.

This will also help to continue to recruit top talent to the North.

The benefits this facility will have on the region were underscored this past January when the HSN Foundation received a \$5 million donation from Marcel and Frances Labelle from Cochrane, the largest private donation to a hospital in Northeastern Ontario.

This was the largest donation to a Northern Ontario hospital and reinforces our importance as a regional hospital for Northeastern Ontario.

The Board set in March 2018 a number of targets in its 2018-2019 Quality Improvement Plan (QIP).

We reduced our average number of Alternative Level of Care (ALC) patients to its lowest level in at least five years: from 111 in 2016-2017 to 93 in 2017-2018 to 77 in 2018-2019.

We enhanced our responsiveness to critical workplace violence events within one hour.

Physicians, pharmacists, nurses, clinical and administrative leaders, and our patient and family advisors collaborated to exceed our target for medication reconciliation upon admission, reaching 66.2% of admitted patients in March.

The Board's 2018-2019 Workplan included steps to ensure ongoing compliance with Accreditation Canada's Governance Standard.

Board education sessions were held in February and April.

Board members had the opportunity to meet with Accreditation Canada surveyors on June 10th.

From a quality of care perspective, the Board set expectations and monitored progress on making meaningful progress in the implementation of outstanding recommendations from external reviews of its cardiology and radiology programs.

Collaborations continue with NOSM and the Professional Association of Residents of Ontario to develop a plan to re-introduce the Psychiatry residency program at HSN.

Meanwhile, Psychiatry coverage in the Emergency Department until 10 pm, implemented in September 2018, has been successfully sustained.

This year has also seen tangible improvements in the teaching and research collaborations between HSN, HSNRI, Laurentian University, the Northern Ontario School of Medicine, the Thunder Bay Regional Health Sciences Centre and the Thunder Bay Regional Health Research Institute, including broader engagement of medical staff and Indigenous scholars in those collaborations.

HSN and HSNRI, along with the hospital and research institute in Thunder Bay, were involved in the recruitment process for the new Dean and CEO of NOSM.

Dr Sarita Verma, a family doctor, lawyer and health advocate, will take over from Dr. Roger Strasser who will be leaving NOSM after being with the school since 2002.

We also partnered with Thunder Bay colleagues to co-host a reception of Research Canada on Parliament Hill on Rural and Northern Health Research.

Our new Vice-President of Academic and Research Impact, Dr. Greg Ross, was appointed in April. He will lead and expand the organization's growth as an academic Institution, which will help us expand our research capacity, and lead to improvements in patient care.

Last month, we welcomed two new Board members: Lynne Dupuis and Don Duval.

Tonight, the appointments of Francesca Grosso, Stéphan Plante and Tom Laughren will also be considered.

Thank you to Lynne, Don, Francesca, Stéphan and Tom for putting your names forward and for taking a leadership role in developing our healthcare system.

Earlier this year, we saw the departure of Stephen Petrovic and Josée Forest-Niesing. Stephen Petrovic served on the Board since 2012, chaired the Quality Committee and served on the Executive Committee.

Josée Forest-Niesing had joined the Board just prior to her appointment as a Senator.

Tonight, we are seeing the departure of three more board members.

Michelle Caza-Joly joined the Board in 2013-2014 and served as Vice Chair of the Finance Committee and as a member of the Audit Committee and of the HSNRI Board.

Shawn Scott joined the Board in 2014-2015 and served as Vice Chair of the Long Range Planning Committee and as a member of the Finance Committee.

I thank Stephen, Josée, Michelle and Shawn for volunteering their time as board members.

I also want to thank Dr. Jordan Herst for his service on the Board over the last two years as Vice-President of the Medical Staff Executive, and welcome his successor Dr. Dominique Ansell.

Finally, on a personal note, I must say it has been a privilege to serve on HSN's Board for the last nine years and as Board Chair for the last four.

I'm proud to leave the organization in a very strong position.

The future is bright for this organization and for healthcare in Northeastern Ontario.

As you can attest, there were many accomplishments this year that we can all be proud of in pursuing our purpose to provide high quality health services, support learning and generate research that improves health outcomes for the people of Northeastern Ontario.

Employees, medical staff, volunteers and learners at Health Sciences North have a passion for delivering the best patient care, and it's thanks to that passion that we will be well positioned to tackle the challenges and opportunities health care is facing in the coming years.

On behalf of the Board of Directors, I want to thank HSN's leadership, employees and medical and research staff, patient and family advisors, volunteers, the Health Sciences North Foundation, the Health Sciences North Volunteer Association, the NEO Kids Foundation, the Northern Cancer Foundation and our community partners for their outstanding work.