

Health Sciences North 2020 Annual General Meeting

Report from the President & CEO
Dominic Giroux



Health Sciences North
Horizon Santé-Nord

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Annual General Meeting – June 24, 2020**

This is my third annual report as President and CEO of HSN and HSNRI.

Annual General Meetings are an opportunity to take a step back and reflect on the last 12 months.

COVID-19 Pandemic

Who would have thought a year ago that we would be fighting a new infectious disease that already affected about 9 million people and killed close to half a million people worldwide, including 12 here in Northern Ontario and 2 in our public health unit area?

Who would have thought that our hospital, ranked by the CBC in January 2020 as Ontario's hospital with the sixth highest number of days with occupancy above 100%, would have had an average bed occupancy for the last three months of only 84%?

Who would have thought that lab space at the Health Sciences North Research Institute would have been repurposed to become an assessment centre for an infectious disease, including drive-through locations at HSNRI and at two other locations in partnership with primary care and the City of Greater Sudbury Community Paramedicine program, almost 8,000 local residents would be swabbed for this new virus, that Ontario Health would have asked us to write a case study about the launch of our assessment centre and that colleagues from 55 hospitals would have taken part in a webinar following the release of the case study?

Who would have thought that we would have developed well-thought plans to expand our number of critical care beds from 40 to 92, and upskilled our staff to be able to potentially provide care to such a high number of patients requiring critical care.

Who would have thought that we would be working with the St. Joseph's Health Centre of Sudbury in providing care to patients at the Clarion Hotel in downtown Sudbury, in partnership with primary care and home and community care, and that Laurentian University, Collège Boréal, Cambrian College, the Northern Ontario School of Medicine, and the Greater Sudbury Community Paramedicine Program would have donated equipment and supplies to make this happen?

Who would have thought that HSN's laboratory would become a regional hub for the processing of swabs for this new infectious disease, returning more than 20,000 results to 8 hospital and 10 long-term care partners across Northeastern Ontario generally in less than 48 hours?

Who would have thought that HSN would be matched with 19 long-term care and retirement homes and over 60 congregate living situations to provide infection prevention and control expertise and other operational supports?

Who would have thought that a very generous couple from Whitefish, Craig Fielding and Katriina Ruotsalo, would call HSN to offer, unsolicited, a \$1 million dollar gift to help HSN fight a pandemic?

Throughout this experience, I have been so proud of the resiliency, the professionalism, the commitment, the creativity, the calm, the attention to detail and the kindness towards one another that everyone here at HSN has demonstrated.

One of our goals has been to have zero transmission of the virus among our health care workers.

I am pleased to report that we continue to meet this goal.

I am also very proud of the high level of collaboration with local, regional and provincial partners.

I know that many of them are on the line tonight, and I thank them for their individual and collective efforts.

I would like to give a shout out to one partner in particular: Dr. Penny Sutcliffe, Medical Officer of Health and CEO of Public Health Sudbury and Districts, and all her team.

In relative terms, our public health unit area has a low incidence rate of COVID-19, in part because Dr. Sutcliffe and her team mobilized more than 150 local organizations, before Ontario declared an emergency under the *Emergency Management and Civil Protection Act*.

There are many more accomplishments or details that I could discuss with you tonight about how HSN and partners have responded to the COVID-19 pandemic.

Other Accomplishments

While the global pandemic has been the main focus of our work these past four months, many other things have occurred during the last fiscal year.

Our first key goal is to **be patient and family-focused**.

Outcome #1 of our strategic plan is to begin implementing a new capital master plan to create more space for beds, NEO Kids and mental health and addictions, consolidate our number of sites and improve wayfinding and healthy food offerings for outpatients and visits.

In this regard, we secured endorsement from the North East Local Health Integration Network on a 20-year capital master plan for our 14 sites in Greater Sudbury.

In the coming year, we will be sharing details about the proposed Phase 1 of our capital redevelopment, and next steps required to move from Stage 1 to Stage 2 of a five-stage capital planning and approval process.

To meet short term occupancy needs, we developed in the past year plans to relocate the Children's Treatment Centre to operate 52 new acute care beds.

Discussions with provincial ministries on this short term plan are ongoing.

This is important to avoid hallway medicine and reduce the time that patients admitted through the Emergency Department have to wait to get access to a bed.

We track the 90th percentile time to inpatient bed for all patients admitted to the Emergency Department.

Monthly performance ranged between 13.9 hours in March 2020 and 44 hours in September 2019, with a monthly average of 33 hours, above our target of 30 hours.

Another desired outcome of our Strategic Plan is to acquire a second MRI.

We received Ministry approval to acquire the equipment.

The HSN Foundation has already raised half of the \$7 million cost to acquire a second MRI and refurbish the current MRI.

This work will be completed in mid-2021.

In October, we proudly opened the new Sam Bruno PET-CT Suite.

Since then, more than 930 PET-CT readings have been performed locally, avoiding the need to travel to Southern Ontario.

I would highlight that once again this year, our patient experience survey results improved on the majority of 35 indicators that we track.

Furthermore, our patient experience survey results exceed the provincial average for Ontario teaching hospitals on most indicators.

We are always mindful that in several programs such as oncology, cardiology and surgery, a majority of our patients come from outside Greater Sudbury.

That's why it was important for me in the past year to visit the majority of our 24 partner hospitals.

Our second key goal is to **be digitally-enabled**.

In the past year, the Board gave the green light to implement business cases to implement a regional electronic medical record by October 2022 and a new Human Capital Management System by 2022 as well.

This is a substantial investment of \$46 million over 10 years.

CEOs of 24 Northeastern Ontario hospitals have agreed to work towards the creation of a Shared Services Organization in support of a regional electronic medical record.

Our third key goal is to **be socially accountable**.

In January, we welcomed our first Director of Indigenous Health, Ian Peltier.

One of our Strategic Plan outcomes is to offer alternatives to hospitalization.

One of our Quality Improvement Plan targets in the last year was to contain our number of Alternative Level of Care patients.

In the last fiscal year, we had a daily average of 94 ALC patients.

While we did not meet our target of an average of 75 ALC patients, our rate of ALC patients in February before the pandemic was 20%, compared to the North East average of 28.4%.

Our fourth key goal is to **support and develop our people**.

One of our desired outcomes in our Strategic Plan is to double our annual investment in staff and leadership development by 2024.

Since the launch of our Strategic Plan, we have already increased our annual investment by 30%, from \$1 million to \$1.3 million.

Within the next five years, more than 1,000 employees will be eligible for retirement.

A new leadership development program was launched and welcomed the first two cohorts of 40 participants.

Our fifth key goal is to **strengthen our academic and research impact**.

A new affiliation agreement with the Northern Ontario School of Medicine was finalized.

HSN was ranked again this year among Canada's Top 40 research hospitals and was ranked as the hospital in the Top 40 with the highest percentage increase in research income: a 40% increase.

Construction of the Labelle Innovation and Learning Centre will be completed in 2021.

For a second consecutive year, HSN maintained a balanced budget, while absorbing \$1.5 million in COVID-19 expenses for the month of March alone and costs associated with the opening of two temporary overflow units in the North and South Tower.

Since the last AGM, we welcomed Anthony Keating as President and Chief Development Officer of the Health Sciences North Foundation, the Health Sciences North Volunteer Association, the NEO Kids Foundation, the Northern Cancer Foundation and HSN Volunteer Services.

More than ever, our foundations and volunteer groups are working together.

The foundation boards held their first ever joint board retreat in January which led to the approval in March of a first ever joint strategic plan for our foundations and volunteer groups.

Our foundations collectively raised \$4.78 million in the last fiscal year, and gifted \$4.71 million to HSN and HSNRI, and directly to patients through patient support funds.

Our close to 600 volunteers invested over 54,000 hours.

The HSN Volunteer Association made a financial commitment of \$150,000 to support our four themes of collaborative research: Cancer Solutions, Cardiovascular Health, Healthy Aging and Indigenous Health.

Sincere thanks to our donors, volunteers and Board members of the foundations and the volunteer association.

In particular, I would like to thank their chairs Dan Gray, Adam Haight, Shayne Smith and Richard Spadafora.

Dan and Shayne are stepping down this year and will be replaced by Brian Killah at the HSN Foundation and Dr. Kristy Côté at the Northern Cancer Foundation.

Thank you to the departing board members of the foundations: Alex Patterson and Mary Dawson-Cole from the HSN Foundation board; Maureen Lacroix, Suzanne Lapointe, Jim Marchbank and Wayne Tonelli from the Northern Cancer Foundation board.

Together, they led by example with a combined 80 years of impactful service.

The Year Ahead

The Board of Directors has set the following goals for my performance for the 2020-2021 fiscal year:

- Ensure HSN's readiness to provide care for COVID-19 patients and exercise leadership regionally and provincially with the response to COVID-19.
- Ensure that we continue progress towards a majority of the 18 outcomes of the 2019-2024 Strategic Plan where activity is envisioned in 2020-2021. Focus senior executive attention during the last two quarters and incremental investments in 2020-2021 in particular towards:
 - Outcome #1 – Capital Master Plan;

- Outcome #7 – Regional Electronic Medical Record;
 - Outcome #9 – Human Capital Management Solution;
 - Outcome #11 – Mental Health and Addictions;
 - Outcome #16 – Staff and Leadership Development;
 - Outcome #19 – Research Efforts.
- Ensure readiness for a simulated on-site Accreditation Canada survey in 2021-2022.
 - Sustain balanced budgets in 2020-2021 at HSN and HSNRI, recognizing that incremental costs related to COVID-19 may not be fully funded by the Province and as such, may compromise a balanced position. Undertake actions to sustain balanced budgets at HSN and HSNRI in 2021-2022 and 2022-2023.
 - With regards to our Quality Improvement Plan targets, contain the Time to Inpatient Bed, continue to create a culture of reporting of workplace violence and reduce the proportion of reported events that involve physical force. Achieve medication reconciliation upon discharge for 70% of admitted patients by March 2021, recognizing that COVID-19 work may delay the achievement of the target.

In closing, I would like to thank colleagues who served on the senior Leadership Committee since the last AGM: Lorraine Carrington, Dr. John Fenton, Mark Hartman, Anthony Keating, Kelli-Ann Lemieux, Max Liedke, Maureen McLelland, Dr. Greg Ross, Lisa Smith, Rhonda Watson, Dr. Kona Williams and Jennifer Witty.

It's a privilege to lead such an outstanding team.

Thank you.