

Health Sciences North 2022 Annual General Meeting

Report from the President & CEO
Dominic Giroux



Health Sciences North
Horizon Santé-Nord

hsnsudbury.ca

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Annual General Meeting - June 15, 2022**

Good evening, Aanii, bonsoir.

Thank you for joining us tonight.

I would like to thank both the HSN and HSNRI Boards of Directors for their exceptional stewardship and governance.

And before I get into the details of this report, I would like to acknowledge all our HSN staff who continue to address COVID-related issues at work some two years and three months after the pandemic began. Their endurance, compassion, and professionalism are beyond remarkable, and on behalf of the entire senior team, I thank them.

This is my fifth annual report as President and CEO, and I want to express what a privilege it has been to lead our organizations.

Tonight, I would like you to have three key take-aways from my update:

- #1: HSN is a high performing hospital.
- #2: Our teams were there for the communities we serve as we faced the most challenging period of the pandemic.
- #3: We continue to make progress towards the implementation of our 2019-2024 Strategic Plan.

HSN is **a high performing hospital**, as evidenced by the fact that:

- HSN was recognized for an eighth consecutive year among Canada's top 40 research hospitals;
- Our regional cancer program ranks fourth on quality improvement indicators among Ontario's 14 regional cancer programs;
- HSNRI achieved in 2021-2022 a record \$13.6 million in revenues, and its net assets are in their best position since 2014-2015;
- HSN currently performs at 91% of pre-pandemic surgical activity compared to 85% in Ontario and 75% in other Northern hospitals;
- HSN performs at or better than the Ontario average on 13 of 19 key indicators tracked by the Canadian Institute of Health Information related to access, person-centredness, appropriateness and effectiveness, safety and efficiency;

- In 2021-2022, our average wait times in the Emergency Department, whether for first assessment by a doctor, low-urgency patients not admitted, high-urgency patients not admitted, or admitted patients were at or better than the Ontario average;
- 59% of surgeries at HSN are currently performed within provincial target wait times, compared to 48% provincially;
- Our virtual care activity was again very strong with 48,265 virtual care visits in 2021-2022, more than double pre-pandemic levels;
- Between 2018-2019 and 2020-2021, our patient experience survey results improved on 28 of 35 questions asked and in 2020-2021, they were above the Ontario average on 27 of 35 questions asked.

Of course, there is always room for improvement. Our patient experience survey results slipped in 2021-2022. The proportion of patients scanned within target times for CT and MRI is below the provincial average, despite major improvements made in CT wait times in the first two quarters of the fiscal year. Wait lists for various services, including surgeries, CT and MRI, have grown in the past year due to the pandemic. We want to improve the quality of work-life for our teams and enable them to disconnect from work.

The Board identified two areas of focus in its **2021-2022 Quality Improvement Plan**.

The first area was to contain our Time to Inpatient Bed for patients admitted through the Emergency Department below 25 hours, nine times out of ten. This target was met in six of the 12 months of the year. The 90th percentile of the Time to Inpatient Bed for patients admitted through the Emergency Department was 28 hours in 2021-2022. Our target for 2022-2023 is to contain it below 26 hours.

Another target was to reduce the number of workplace violence incidents involving physical force to fewer than 10 per month. It goes without saying that any workplace violence incident is one too many, and HSN's ultimate goal is zero harm in the workplace.

Our improvement target was met in four of the 12 months of the fiscal year.

There has been an average of 12 workplace violence incidents per month involving physical force against a health care worker.

Our target for 2022-2023 is a net reduction in the number of workplace violence incidents involving physical force over 2021-2022.

To assist in this regard, the Board approved \$1.1 million in 2022-2023 for a Behavioural Escalation Support Team and the introduction of a hybrid security model with our own in-house security staff.

For 2022-2023, the Board set a third target which is to perform at least 16,500 surgeries, returning to pre-pandemic levels.

This brings me to my second theme, **our teams' responsiveness to the pandemic**.

When we held last year's AGM, we had provided care for a total of 172 COVID patients in 15 months. Since then, we have provided care for more than 1,200 additional patients with COVID in just one year.

We saw a peak of COVID admissions on February 27, 2022, with 76 admitted patients with COVID and 70 past positive patients, for a total of 146 patients on that day. This winter, up to 4.4% of our teams had to isolate at home in any given week due to COVID. We are currently at 0.6%.

Through these extremely difficult times, our teams continued to work collaboratively within HSN and externally with numerous partners in the region to keep people safe, limit the spread of the virus, and provide the best possible care to patients while adapting to health human resources challenges.

This included:

- Redeploying 184 health workers, many in new roles, with an average period of redeployment of 59 days;
- Hiring 799 new employees in 2021 and 195 in the first quarter of 2022;
- 206,921 laboratory PCR tests performed by HSN's lab in 2021-2022;
- Implementing infection prevention and control measures;
- Managing COVID outbreaks in inpatient units and surveillance testing;
- Comforting patients when their families couldn't be by their side;
- Rescheduling surgeries, procedures and non-urgent clinical services to safeguard the ability to provide care;
- Expanding the use of virtual care technology to treat people safely;
- Introducing new treatments at the COVID Assessment Centre such as Monoclonal Antibody Therapy, Remdesivir and Paxlovid;
- Supporting staff and physicians of long-term care, retirement homes and other congregate living situations in COVID outbreak;
- Ensuring the appropriate availability of personal protective equipment and medications and developing contingency plans;
- Introducing PCR test self-collection procedures for health care workers;
- Successfully advocating for the reintroduction in November of the Convalescent Care Program at Extendicare York and for additional hospital bed capacity;
- Continuing to hold meetings of our COVID Incident Command, various task groups, virtual town halls, coordination of meetings with partners across the North and province-wide, publishing COVID bulletins, and advocating for appropriate provincial compensation.

This list of measures is certainly not exhaustive.

This brings me to my third theme, the **progress made in implementing our 2019-2024 Strategic Plan**, which you can read at www.yourhsn.ca.

Outcome #1 of our Strategic Plan calls for a capital plan to be implemented to reduce our number of sites in Greater Sudbury, provide more beds, more space for mental health and addictions care and NEO Kids, improved wayfinding and 24/7 healthy food services for outpatients and visitors.

Since 2018, we have secured \$36.7 million in provincial capital funding. This includes the Labelle Innovation and Learning Centre, Stage 1 of our capital redevelopment, renovations at Southridge Mall for the relocation of the Children's Treatment Centre (completed in November), and the renovations in the wing at the Ramsey Lake Health Centre where the Children's Treatment Centre used to be located. Renovations began in May and will allow us to open 52 beds in fall 2023. This is in addition to final Ministry approvals for the Sam Bruno PET-CT Suite completed in 2019 and the acquisition of the second MRI.

From an operating perspective, since 2018, we've secured funding for 198 additional temporary hospital beds in Sudbury, which constitutes an annual investment of \$38 million. The Province supported alternative health facilities at Daffodil Lodge, the Clarion Hotel and Amberwood Suites. We were pleased that the Province announced that it would make temporary hospital bed capacity permanent.

The support from the Province on these short-term measures has been exceptional.

However, we need to be focused on long-term needs.

In Ontario health care, there is a five-stage capital planning and approval process. Since July 2019, we have been seeking a Stage 2 planning grant of \$5 million for our capital redevelopment. This ask is supported by Ontario Health.

We were pleased to see in the 2022 Ontario Budget that the Province is committing more than \$40 billion over the next 10 years in hospital infrastructure. This is \$10 billion more than committed in the 2021 Budget. So, we look forward to advancing these conversations with the Ministry of Health in the coming months to secure our Stage 2 planning grant.

Outcome #3 of our Strategic Plan called for the acquisition of a second MRI.

HSN's new 3Tesla MRI was fully operational on September 27, 2021.

Our existing MRI has also been fully upgraded, and both MRI scanners are now operating 17 hours a day since February.

Outcome #9 of our Strategic Plan calls for the implementation of a Human Capital Management Solution – now known as MyHSN.

MyHSN is scheduled to go live in less than a week.

Soon, health care workers will easily be able to access schedules, swap shifts, track time and stay up-to-date on training and career opportunities from the convenience of their mobile devices.

MyHSN represents a capital investment of \$12.2 million amortized over 15 years.

Outcome #11 of our Strategic Plan calls for improvements to mental health and addictions care at HSN and in the community.

- The Addictions Medicine Unit that operates on the third level of the Daffodil Lodge celebrated its first anniversary of operation in March. This innovative, inter-disciplinary team provided specialized care to more than 720 patients, offered evidence-based treatment for substance use, supported harm reduction principles and provided peer support.
- Inpatient units have been trained and are supported by the Addictions Consult service in the distribution of take-home naloxone kits for patients with identified needs. More than 738 kits were distributed to patients.
- Funding was received to expand Eating Disorders Services through intensive day treatment and inpatient care.
- Our Harm Reduction Committee continues to promote evidence-based approaches and reduce stigma related to people living with substance use disorders.
- A third community-based Assertive Community Treatment Team was established with the City of Greater Sudbury to support individuals with severe substance use disorders living in substandard conditions.
- We are one of ten Network Lead Organizations for the Ontario Structured Psychotherapy Program. Our role will be to train seven service delivery sites in the region and develop standard referral, intake and service delivery processes.

Outcome #12 of our Strategic Plan calls for cultural safety and diversity training programs for our teams to meet the needs of disadvantaged and diverse populations.

An Elder facilitated eight sharing circles of two hours on Indigenous cultural safety with senior leaders and directors from June 2021 to February 2022.

These sessions followed self-learning modules. As a starting point, these sessions were also offered to colleagues in two clinical departments.

Outcome #17 of our Strategic Plan calls for an inter-professional learning culture.

The Labelle Innovation and Learning Centre has opened its doors.

This 28,000 square-foot facility will house more than 2,000 learners from 70 post-secondary institutions, particularly from NOSM University, Laurentian University, Cambrian College and Collège Boréal.

With regards to **research**, HSNRI is one of 13 academic and research institutions in Ontario involved in a surveillance network that conducts wastewater testing to help determine COVID-19 infections and to better understand community spread.

In the past fiscal year, our researchers submitted 62 grant applications to funding agencies, with more than 71% awarded.

The HSNRI Board of Directors approved a new Research Plan. The plan focuses on recruiting six new research chairs over the next three years. We are grateful to the Northern Cancer Foundation and to the HSN Foundation for making a multi-year commitment to support this strategy.

What's ahead in 2022-2023? The Board has set eight annual goals:

- Advance provincial approval and readiness to move to Stage 2 of Phase 1 of the capital redevelopment.
- Restore surgical activity to pre-pandemic levels.
- Contain our Time to Inpatient Bed in the Emergency Department.
- Be ready for a Fall 2023 go-live of the regional Electronic Medical Record.
- Pursue zero harm through the prevention of workplace violence involving physical force.
- Ensure adequate health human resources to meet current and future needs.
- Recruit two new research chairs.
- Sustain balanced budgets at HSN and HSNRI.

I want to thank colleagues from the Senior Leadership Committee for their tireless efforts in the past year: Dr. John Fenton, Anthony Keating, Mark Hartman, Kelli-Ann Lemieux, Max Liedke, Maureen McLelland, Dr. Greg Ross, Lisa Smith, and Jennifer Witty.

I wish Lisa and Maureen all the best in their retirement and thank Greg for his leadership as he steps down from his role at the end of August.

I want to welcome Julie Trpkovski, our new Vice-President, Medicine and Chief Nursing Executive and Dr. Natalie Aubin, our new Regional Vice-President, Cancer Care and Vice-President, Social Accountability, to the leadership team.

Thank you to Dr. Tyler Christie for serving on the Senior Leadership Committee this past year and a warm welcome to Dr. Ravinder Singh, who will serve until April 2023.

HSN is a high performing hospital.

Our teams were there for the community during the pandemic and continue to do so.

And we continue to make great progress in implementing our 2019-2024 Strategic Plan.

We have a remarkable team across the organization that provides exceptional, compassionate care and hope for the people of Northeastern Ontario. This update is their update. And I thank all our partners and supporters for helping make these achievements possible.

Thank you. Merci beaucoup. Chi-Meegwetch.