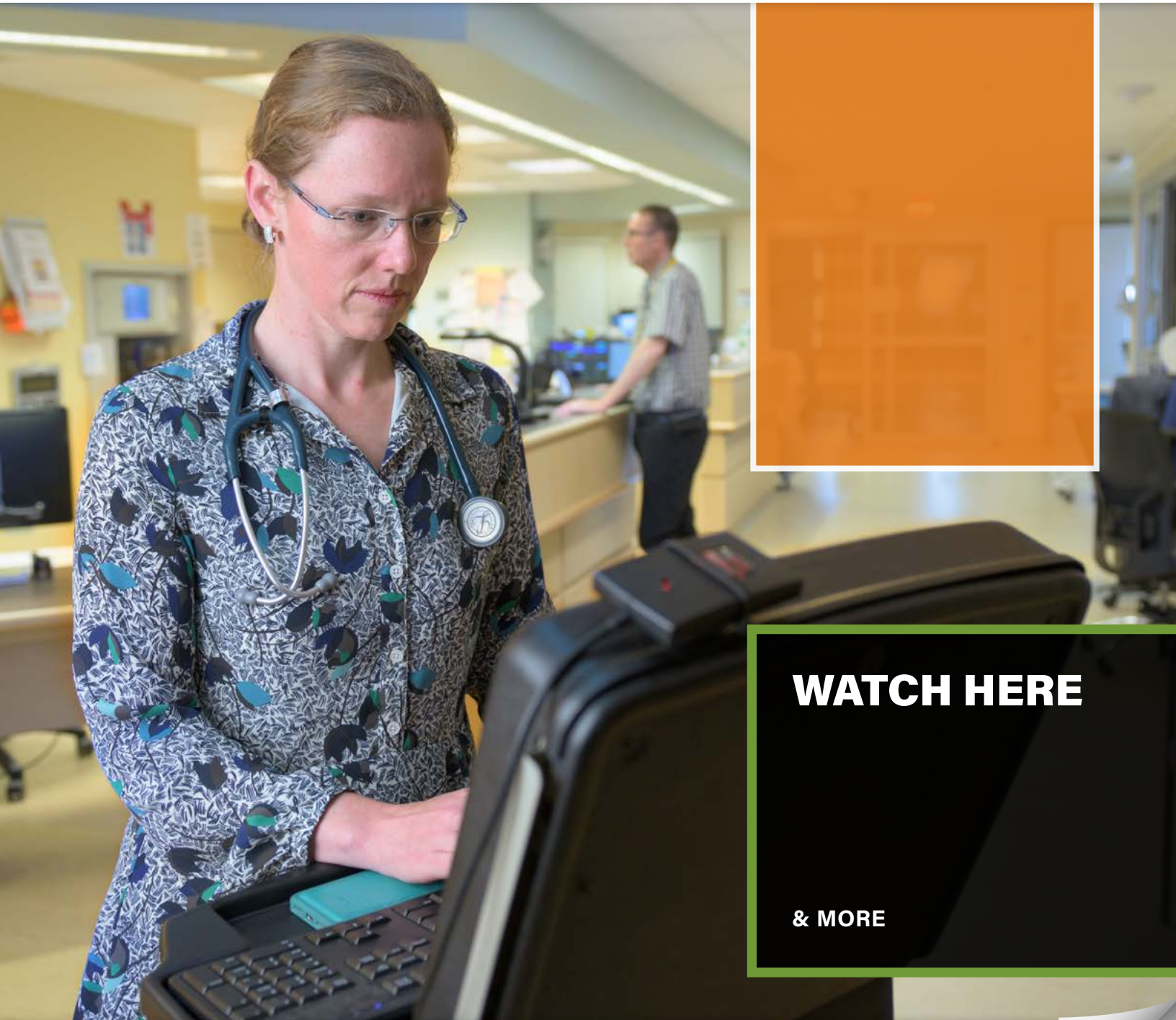




A YEAR OF HEALTH CARE TRANSFORMATION



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& MORE



Gary Joudoin, Chair of the Board



Paul Heinrich, President and CEO



Dr. Donald Fung, Chief of Staff

MESSAGE FROM OUR LEADERS:

2019-20: a year of health care transformation

To say this was a year of incredible change would be, at best, an understatement.

COVID-19 changed our entire world in a matter of days. Its impact was felt immediately—especially for hospitals and health care workers across the globe and NBRHC was no exception. We adapted our physical spaces and staffing resources to create capacity to safely care for all our patients—both the COVID-19 positive ones and non-COVID patients. This report captures the early days of the pandemic and NBRHC’s response.

Unbelievably for NBRHC, it was the second such transformation our organization faced this year. COVID-19 came on the heels of the launch of our new electronic health information system. As you will read about in this report, this massive undertaking was three years in the making and changed the way we provide care to our patients. NBRHC, together with our partners in Sault Ste. Marie and West Parry

Sound, led the way for other hospitals in our region as the first three organizations to go-live as part of the north east’s ONE initiative.

Additionally, our Health Centre played an integral role in the formation of Near North Health & Wellness (NNH&W), one of the first 24 Ontario Health Teams in the province. [Read more here.](#)

Throughout this year of incredible transformation both inside and outside our walls, we learned that our team successfully adapts to any and all challenges—bed pressures, technology changes, global pandemic—and we continue to provide the best quality care to our patients.

Thank you to our hospital community—our patients, staff, physicians and volunteers—for all you do to help us be the best in health care.





HEALTH INFORMATION SYSTEM (HIS)

On October 29, North Bay Regional Health Centre launched a new electronic health information system (HIS), replacing the existing system that was over 25 years old.

This massive undertaking for our organization was over three years in the making. A project of this scope impacts every person in our organization and took an immense amount of effort from our HIS team and everyone supporting them in this work.

Branded as *safer.better.smarter*, the transformation benefits our patients in many important ways, including:

- ✓ Helping prevent medication errors.

✓ Eliminating difficult-to-read handwritten notes.
- ✓ Providing care teams with complete and timely access to a patient’s journey.

✓ Keeping a patient’s medical record in one single, secure, and accessible place.
- ✓ Helping patients tell their story/history.



Hospitals’ information-sharing system goes live Oct. 29

North Bay Regional Health Centre partners with Sault Area Hospital and West Parry Sound Health Centre

NUGGET STAFF

clinical support tools to improve patient safety and transitions of care.* According to the hospital, 60 per



[READ FULL ARTICLE](#)

This project is part of the ONE initiative—a regional partnership that will eventually see all 24 hospitals in the region share one chart for each patient on the system. NBRHC was proud to join our partners Sault Area Hospital (SAH) & West Parry Sound Health Centre (WPSHC) as the first hospitals to lead the way in adopting this new technology.

Physicians and departmental teams from across northeastern Ontario worked together for three years to plan, build and provide training to implement a common system that will improve the way patients receive care.

SEE WHAT GO-LIVE LOOKED LIKE AT NBRHC

0:00 / 5:00

[WATCH NOW](#)

DEVICE DEPLOYMENT

New devices throughout NBRHC for HIS.

65 computers for existing medication carts

85 laptop carts

20 medication carts with computers

50 new stationary computers

11 wall mounted computers

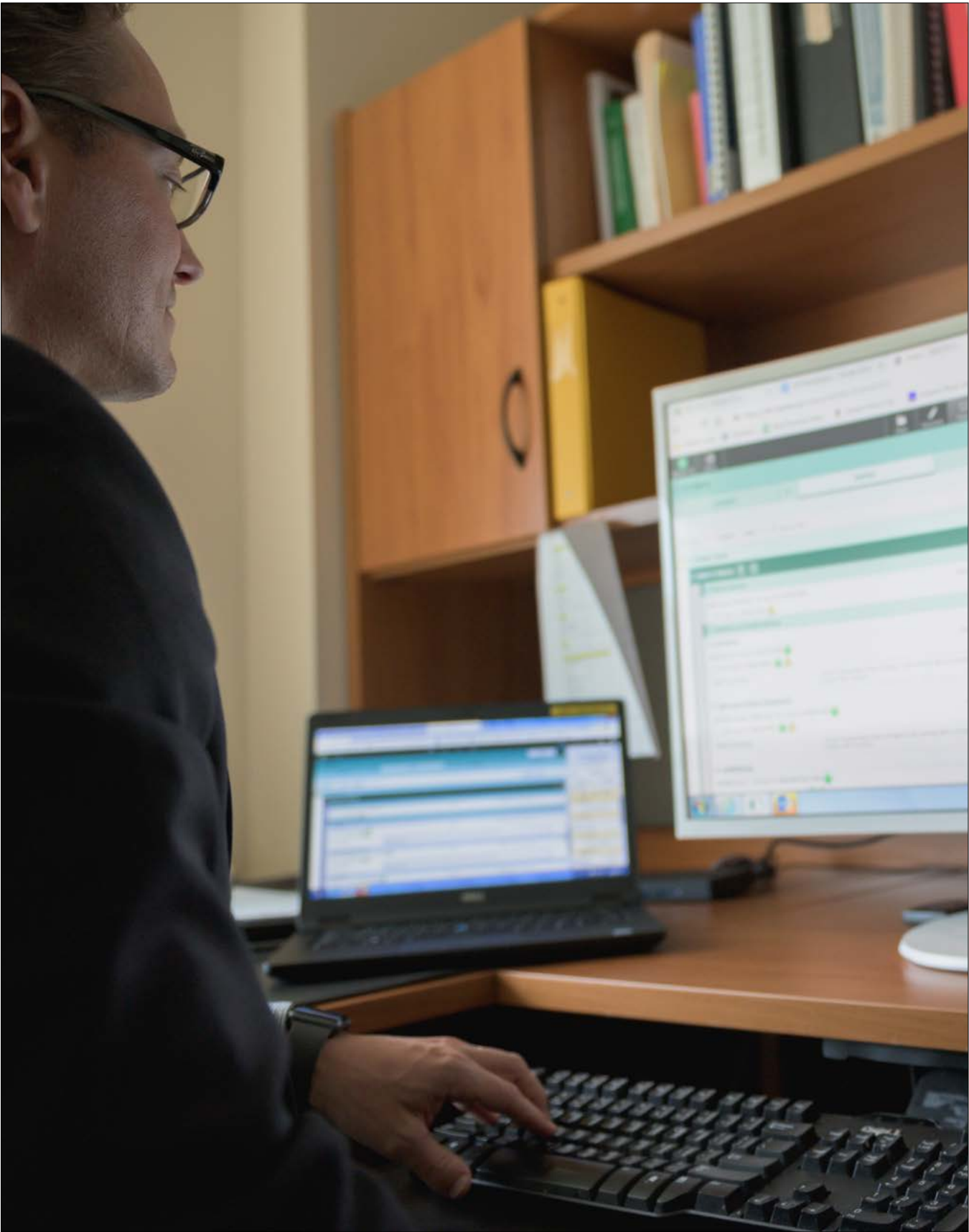
HIS STATISTICS FROM OUR FIRST 30 DAYS

Here are some statistics we are particularly proud of reaching in our first 30 days, post-live:

- **100%** of our physicians attended mandatory training.
- **93%** computerized provider order entry (CPOE) usage reached in the emergency department and 91% with inpatient orders.
- Reduction in transcribed reports:
 - At 30 days before go-live we had 27,234 dictated minutes.
 - November: 5,438 dictated minutes.
This is an **80%** reduction from 30 days before go live
 - December: 2,840 dictated minutes.
This is an **89.5%** reduction from 30 days before go live

As we prepared for go-live, extensive training occurred for all our 2100 NBRHC employees. Even the logistics of booking rooms for this many people over several weeks required resourcefulness.

- Each of our 906 nurses required **24 hours of training**
- Our 160 physicians each participated in **8 hours of classroom training**
- All other staff participated in a **full day of training.**



BENEFITS TO USING HIS PLATFORM DURING COVID-19

Using a modern health information system during a crisis like COVID-19 enables better analytics for better care and better decision making.

- Streamlining screening protocols and patient admission processes through the implementation of COVID-19 specific order sets
- Using HIS scheduling and patient registration data to analyze, predict volumes and plan for the resumption of services
- Re-zoning the tracking of ED patients in the wet and dry zones
- Adding patient indicators to quickly identify patients that were suspected or confirmed COVID-19 positive
- Building COVID-19 specific documentation screens to ensure better data quality and capture of patient information
- Creating registration and ordering screens for the assessment centre to capture our patient visits
- Onboarding clinicians to have access to the province’s lab information system for better tracking of patient lab results
- Integrating with the provincial emergency triage system means our patient infection control screening questionnaires are up-to-date in near real time as screening criteria evolves
- Redeploying staff to high need areas was easily done as all health care providers in the organization are using the same platform



COVID-19 RESPONSE

Please note that at the end of our fiscal year (March 31, 2020) NBRHC was still in the response phase of COVID-19 and our annual report reflects this.

EARLY PLANNING AND MOBILIZATION

Due to the alarming levels of spread and severity of COVID-19 the World Health Organization declared a pandemic on March 11. Extensive planning and mobilization happened very quickly to respond to COVID-19 and elements of our pandemic plan were put into place.

This included restricting public access to our sites, only allowing visitors in exceptional circumstances and screening all patients and visitors before entering the building. We also made the decision to scale down non-urgent clinical activity to ensure our organization had the capacity to respond to a surge in COVID-19 patients if required.

COVID-19 ASSESSMENT CENTRE

NBRHC was also able to quickly pull together a team to provide COVID-19 testing. The first location was temporarily located outside the hospital's Emergency Department, before moving to its more permanent location at the west end of the building, taking over the Town Square and Horticultural areas.

The purpose of this assessment centre is to take pressure off the Emergency Department and minimize the potential spread of infection. At that time, those referred to the assessment centre by Telehealth or Public Health were seen by a healthcare provider and tested for COVID-19 if required.



The COVID-19 Assessment Centre by the Health Unit.

25K Views

Listen to Dr. Ian Cowan explain the centre and how patients are seen by a healthcare team including physicians, nurse practitioners, nurses, paramedics, clerks and environmental services.

PANDEMIC PLAN IMPLEMENTATION

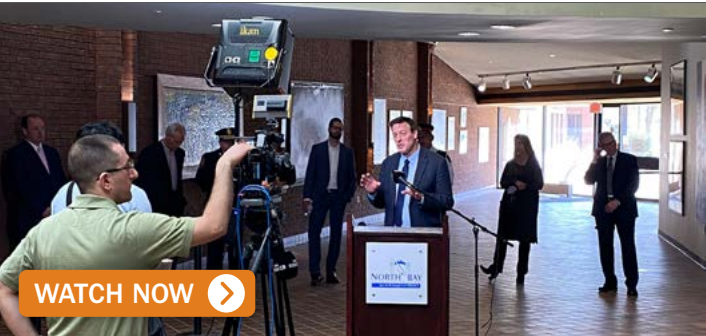
Elements of our pandemic plan were put in place including education and simulations, working with partners, screening, monitoring key supplies, reconfiguring space and enhancing protocol—all with a focus of protecting our patients, staff, community and each other.

The majority of the early planning involved the physical spaces in the hospital and how they might be changed to safely care for all patients; how to reorganize our staff; and ordering supplies. Some examples included the division of our Emergency Department into a respiratory and non-respiratory section with a new glass wall to create clear separation between areas; creation of a specific unit (D3) for suspected or confirmed COVID-19 patients; dividing our critical care unit into COVID and non-COVID areas with a specialized team for airway procedures; and adapting our mental health portfolio to support both inpatients and outpatients through community support services and programs—which also includes ongoing telephone psychotherapy.



"It's important for our community to know that we are preparing for this, that we do take it seriously, and that we do have a plan."

Listen to Dr. Jennifer Mihill, Head of Anaesthesia and the COVID-19 Critical Care Preparedness Lead at NBRHC explain how the Health Centre is preparing and planning for COVID-19.



Media conference (with community partners)

1.1K Views

Watch North Bay Regional Health Centre President & CEO Paul Heinrich participate in the COVID-19 Community Update held on March 17.

North Bay Regional
Health Centre



Centre régional
de santé de North Bay

North Bay Regional Health Centre Financial Statements

Take a closer look at the audited financial statements.

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www.nbrhc.on.ca