

North Bay Regional
Health Centre



Centre régional
de santé de North Bay

Annual Report

2020/2021



50 College Drive, North Bay, ON



www.nbrhc.on.ca

A MESSAGE FROM OUR LEADERS

2021 is a special year for NBRHC – it is not only the 10 year anniversary of the amalgamation of the North East Mental Health Centre (NEMHC) with the North Bay General Hospital (NBGH) to become the North Bay Regional Health Centre, but that same year we completed the momentous task of moving all our patients and staff to our brand new, state of the art facility.

Our resilience as an organization is what has helped us as we navigate the COVID-19 pandemic. As a relatively new facility, many elements of our building were built with pandemics in mind. Our state-of-the art facility has no doubt positioned us to better manage this century's largest health crisis.

However, as you will read in this report, it's our team's strength and expertise that has allowed us to rise above the challenges, work through the constant changes to mobilize and do whatever required to ensure the safety of our patients, staff and community. We want to take this opportunity to thank our patients and their Care Partners for their support and patience as we worked together to provide the safest environment for our hospital community.

In the midst of the pandemic, we were one of the first hospitals to participate in the hybrid model of virtual and on-site visits for our 2020 Accreditation Canada survey. Our team excelled and met 98% of over 3300 accreditation standards. Under any circumstances this would be an accomplishment to celebrate, but even more so considering the pressures on our team from the global pandemic and just one year after implementing our brand new electronic health information system.

It's obvious from the accomplishments of our past decade—and in particular our last year—that together we can achieve great things. We want to thank all our past and present staff, physicians, volunteers, volunteer board members, community supporters and partners for helping us become the strong, united organization we are today.



Paul Heinrich, President and CEO



Gary Joudoin, Chair, NBRHC Board of Directors



Dr. Donald Fung, Chief of Staff

A SPECIAL NOTE OF GRATITUDE

AFTER AN EIGHT-YEAR TENURE AS OUR CHIEF OF STAFF, THIS ANNUAL REPORT MARKS THE LAST FOR DR. FUNG.

During his three terms, Dr. Fung has help lead the transformation of our medical leadership, strengthening the collaborations between our medical leadership, Board and Administration—all while maintaining a clinical practice.

Most recently he has helped lead our pandemic response, working the front lines of COVID 19 and was part of the first team to do an out-of-district COVID-19 patient transfer. On behalf of the board, hospital and medical leadership, and staff, we want to express our sincere gratitude to Dr. Fung for his years of leadership.



Paul Heinrich, President and CEO



Gary Joudoin, Chair, NBRHC Board of Directors



MESSAGE FROM OUR PANDEMIC LEADS

March 11, 2021 was the one year mark since the World Health Organization first declared COVID-19 a global pandemic.

If we have learned anything in the last year, it's that COVID-19 is unpredictable—and when every day felt unpredictable the predictability of our dedicated teams, extensive planning and mobilization and unparalleled leadership from all corners of our Hospital continued to carry us in providing the best care possible to the patients in our health care system.

Amidst the challenges of the past year, there is hope.

Hope with vaccines. Hope for continued innovation through new models of care. Hope that we are resilient through some of the most challenging times of our career. Hope that we are here for one another when they need us most.

First we want to thank our patients and their families. We know how you received care throughout the pandemic has looked very different. Everything from screening at our entrances, postponed surgeries and how you visited with your loved ones changed your hospital experience. On behalf of our team, we thank you for your patience and doing your part to keep our hospital community safe.

We can also never thank the staff and physicians at our Hospital enough for all they have done and the sacrifices they have made over the last year. From working with our senior leaders and managers to make critical decisions, to then seeing our front line staff take everything they know about their jobs and modify it to safely provide care for our patients during the pandemic.

It hasn't been an easy year for anyone – our teams also have families at home; loved ones they haven't seen; on top of the everyday stresses we all experience during the pandemic.

We want to express our gratitude for everything our staff, physicians, volunteers, patients and families, partners continue to do to help us continue to serve our community. Our team came here, every day, and gave 110%. It's been so inspiring.

Thank you.



Dr. Jennifer Mihill

COVID-19

Critical Care Preparedness Lead



Tiziana Silveri

Chair,

Emergency Operations Committee



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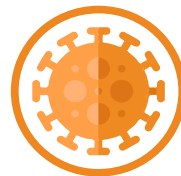
38,356

COVID-19 swabs
performed at
assessment centre



1,855

Staff and Physicians
with the 1st dose of
the COVID-19 vaccine



13

Mobile outreach
assessment clinics
performed



24/7

NBRHC's
lab runs
24/7



1M

Tests
conducted
per year



70%

Of medical
decisions depend
on lab results



13K

COVID-19
specimens
tested in-house



April 1, 2020 - March 31, 2021

*Ministry of Health COVID-19 C9 – Assessment Centre Data Collection Reports

CELEBRATING A DECADE

It has already been 10 years since we moved from our three former hospitals into our current location at 50 College Drive.

Just a few months after opening in 2011, we officially amalgamated the North East Mental Health Centre and the North Bay General Hospital to become the North Bay Regional Health Centre.

Many things have changed over the last decade, but one thing hasn't—our dedication to provide the best care to our patients and community.

[Watch this video to see more.](#)



TEN YEARS OF PARTNERING IN CARE



YOUR PARTNER IN COMMUNITY & HOSPITAL-BASED MENTAL HEALTH SERVICES

This year the North Bay Regional Health Centre is pleased to celebrate the 10-year milestone of the North East Mental Health Centre (NEMHC) amalgamation with the North Bay General Hospital (NBGH) to become the strong, united organization we are today. That same year we completed the momentous task of moving all our patients and staff from the physical location on Highway 11 north to our current 50 College Drive location in North Bay and our Kirkwood site in Sudbury.

Some misunderstood this move to be a 'closure' of NEMHC, when in fact it was anything but a closure. We are proud that in the last decade we have been able to both increase existing hospital and community programming while also introducing new programs and services to support our clients.

As the specialized mental health service provider serving all of northeast Ontario, our work brings us into many communities across all settings. This means that not all of our programming takes place at the hospital, and in fact, many of our services can be accessed by self-referral. An example of one of these programs is Northeast Behavioural Supports Ontario (NE BSO), which provides behavioural support services for older adults with, or at risk of, responsive behaviours associated with dementia, complex mental health (e.g. depression); substance use; and/or other neurological conditions. NE BSO works hand in hand with our specialized in-patient programs to provide behavioural assessment & treatment, transitional care planning, education, support for care partners, and linkages to other providers and services. NBRHC is also home to the BSO Provincial Coordinating Office, which leads the initiative at a provincial level.

NBRHC is designated by the Ministry of Health to provide court-related forensic psychiatric assessments, treatment and community outreach support to adults with serious mental illness who are in conflict with the law. In the fall of 2020, we had the pleasure of opening and welcoming our first patients into Hummingbird Lodge, our new forensic inpatient service for adult women located at our 50 College Drive location. Hummingbird Lodge offers specialized intensive treatment, rehabilitation and behavioural management services that take into account the differences in the forensic, medical and psychiatric profiles of women. The service places a focus on trauma-informed care and aims to care for clinically complex women whose mental health concerns are impeding their progress through recovery.

TEN YEARS OF PARTNERING IN CARE (CONTINUED)

November 2020 saw two important service changes at our 120 King Street location in North Bay: the opening of our Community Withdrawal Management Service and the expansion of our Mental Health & Justice Safe Bed Program. NBRHC, in partnership with North Bay Police Service, also provides mobile crisis services to individuals in the community. This year, we expanded our hours of operation to include evening shifts to better support the needs of individuals in crisis.

“Having access to and navigating Mental Health and Addictions services can be a challenge. We actively work with our patients and care partners to support access, quality care transitions and to continually improve our services,” says Ann Loyst, NBRHC Vice President Mental Health & Addictions.

Visit our website www.nbrhc.on.ca for a complete list of programs and services offered by NBRHC.

If you or someone you know is experiencing a mental health crisis – Crisis Intervention services are available twenty-four hours per day, seven days per week. Our crisis team can provide you with immediate support and connect you to services that may be of benefit to you. To access crisis services in the Nipissing district and surrounding area call **705-495-8198** or **705-495-8148** or Toll Free at **1-800-352-1141**. If you or someone you know is at risk of harm, call **9-1-1** or present to your local emergency department.



PANDEMIC PLANNING AND MOBILIZATION

As a relatively new facility (NBRHC opened for patient care in January 2011) many elements of the North Bay Regional Health Centre were built with pandemics in mind.

EMERGENCY DEPARTMENT: NBRHC's Emergency Department has three negative pressure rooms. These negative pressure rooms (isolation rooms) prevent cross-contamination from room to room. The ventilation is designed to prevent contaminated air from escaping the patient's room. Each isolation room has an "ante-room" as a buffer between the patient's room and the rest of the hospital. Staff use this space to put on and remove their personal protective equipment (PPE) before entering the negative pressure room.



EMERGENCY DEPARTMENT

- Divided the department into a respiratory and non-respiratory section with clear separation between areas
- Developed a three-stage plan to allow for the rapid expansion of the respiratory area to include the entire ED for respiratory issues (if needed, the other functions of the ED will be moved to adjacent areas)
- Collaborated with other key areas in the hospital including ICU and the medical floors to coordinate efforts--working together to move patients out of the ED to other areas efficiently so the focus can be on new patients coming in
- Developed a detailed plan for attending to resuscitations: specific personal protective equipment (PPE) and tools that are required to protect our staff and attend to the patient without having to leave the room and use more PPE
- Holding mock resuscitations and simulations almost daily with the Emergency Department to rehearse proper use of PPE and outline protocols (clear roles, how we will communicate and act, location of essentials items)

PANDEMIC PLANNING AND MOBILIZATION

ABILITY TO CREATE AN ISOLATION FLOOR: One of our medical floors (D3) can be converted to a 10 bed isolation unit if needed.

NBRHC HAS 22 NEGATIVE PRESSURE ISOLATION ROOMS: Air from the isolation rooms are vented to the exterior of the facility and pass through HEPA filters and UV light to kill any germs. All isolation rooms within the facility are monitored through a building automation system to ensure proper operation. Every room is equipped with an audible and visual alarm to notify staff and maintenance if an isolation room loses negative pressure.

Extensive planning and mobilization took place in the early days of the pandemic at NBRHC to respond to COVID-19. Elements of our pandemic plan were put in place to include additional education and simulations, working with partners, screening, monitoring key supplies, reconfiguring space, and enhancing protocol—all with a focus of protecting our patients, staff and each other during such unprecedented times.



PANDEMIC PLANNING AND MOBILIZATION

CRITICAL CARE UNIT (CCU)

- Divided CCU into COVID-19 & non-COVID-19 areas
- Created a specialized team to do all airway procedures on COVID-19 positive patients
- Prepared for code responses: created a special code 19 team to respond to emergencies in COVID-19 suspected and positive patients
- Dedicated an OR specifically for the treatment of COVID-19 patients: all safety protocols in place to safely operate and recover patients
- Surge planning to double CCU and ventilator capacity

D3

- Cared for suspected or confirmed COVID-19 post-op and stroke patients on D3 with appropriate skilled nursing personnel in place
- Dedicated isolation rooms for COVID-19 patients with surge plan in place to increase number of beds
- 3 negative pressure rooms—one dedicated to high risk procedures
- Capacity to increase to 13 rooms that could provide negative pressure
- 5 private rooms not capable of negative pressure but capable of isolation
- Dedicated COVID-19 Inpatient Unit

CARE PARTNERS

CARE PARTNERS

As hospitals across Ontario adapted to provide care during the pandemic, we had to make many changes to protect our patients, staff and physicians.

NBRHC restricted access to our facility in March 2020, based on direction at the time from Ontario's Chief Medical Officer of Health. We know this decision can be difficult for families and loved ones with a patient receiving care at our hospital.

We were pleased to welcome back some essential visitors—now known as Care Partners—back to the Health Centre in June 2020. Care Partners are different from casual visitors; they are family, friends, neighbours, colleagues, and community members who provide critical and often ongoing personal, social, psychological and physical support, assistance and care to patients in care.

We are proud that together with our Care Partners and patients, we were able to safely and consistently welcome Care Partners into our facility for the remainder of the year.



PET THERAPY

WINDOW VISITS OFFER 'PAWSITIVE' SUPPORT DURING COVID-19

On a sunny afternoon in late spring of 2020, a big smile spread across a patient's face as she was greeted through the window by Wizard, a young Collie pup outside at the North Bay Regional Health Centre (NBRHC). It wasn't an ordinary visit for the therapy dog and handler, Mary Merchant, a volunteer with the Health Centre's pet therapy program.

Due to the COVID-19 pandemic and the need to limit individuals coming into the hospital, all volunteer programs at NBRHC were paused in mid-March of last year. "Our focus shifted to minimizing the potential spread of infection and protecting our patients, staff and volunteers," says Kim McElroy, manager of Communications & Volunteer Department, NBRHC.

The global pandemic was not going to keep Wizard away from saying hello to his friends. "The challenge became exploring what our volunteers and therapy dogs could offer in these new circumstances, without relying on the power of touch and personal interaction," explains McElroy. "It was a unique moment in the hospital's 25 plus year history with pet therapy and we applaud the team's creativity in continuing to offer patient-centred care."

As it happened, a number of NBRHC's therapy dogs had experience in activities like agility and obstacles. The Volunteer Department began a pilot putting these recreational skills to a new therapeutic use.

The Health Centre's lawn was outfitted with jumps, tunnels and balls, and patients gathered by their windows to watch these normally placid dogs show off their athletic side. Therapy dogs like Dixen, a Portuguese Water Dog or Sophie the Shih Tzu were excited to demonstrate some of their specialized training.

Although patients and staff could not interact with the pet therapy volunteers, the positive reactions the dogs received during weekly performances was a testament to the value the teams brought to the Health Centre.

PET THERAPY (CONTINUED)

“The happy sounds of laughter, applause and tapping on the windows drifted outside, letting us know how much the patients and staff were enjoying the performances,” says Merchant.

In the winter, when it was too cold to perform outdoors, patients were able to remain connected to their favourite four-legged friends virtually. NBRHC volunteers shared pictures and videos that provided a snapshot into the dog’s life at home—everything from daily activities to play sessions and even watching newborn puppies grow.

“Whenever the doors open again to our old ways, you can be sure we will eagerly dive back in,” says Merchant. “But, in the meantime, the therapy dogs are doing what they do best: spreading their love of life and inviting humans to join in the challenge—and fun—of living in the moment.”

The outdoor pet therapy window visits and performances will resume this spring.



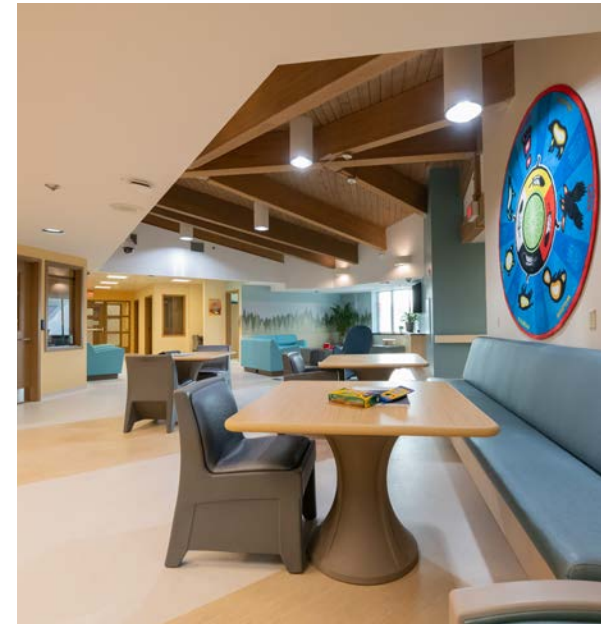
HUMMINGBIRD LODGE

In the Fall of 2020 our Health Centre proudly opened our new forensic inpatient service for adult women (18+ years).

Hummingbird Lodge offers specialized intensive treatment, rehabilitation and behavioural management services that take into account the differences in the forensic, medical and psychiatric profiles of women with a focus on trauma informed care and servicing clinically complex women whose mental health concerns are impeding their progress through recovery.

We are very proud open this service and to be able to offer this unique service here at NBRHC.

[Take a look into our new forensic inpatient service for adult women \(18+ years\).](#)



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FINANCIAL STATEMENTS

TAKE A CLOSER LOOK AT THE AUDITED FINANCIAL STATEMENTS

NBRHC FOUNDATION

TAKE A CLOSER LOOK AT THE NORTH BAY REGIONAL HEALTH CENTRE FOUNDATION ANNUAL REPORT