

# Leadership Team Report

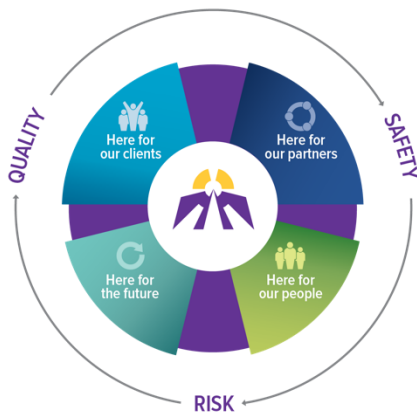
March 2018



## MISSION MOMENT

"Your Centre saved my sons life. I know it. Without the care he received there we wouldn't have him today. I thank God for every one of you that had a part in his treatment. I thank you for all the others that you help every day also. Today our son is doing so well. He is finishing a degree in mathematics at the University of Toronto and already did a Biotechnology program at Mohawk College. He is a straight "A" student on the dean's list. We couldn't be prouder of him. I believe everyone has a purpose in life. Because of you our son will be able to go on and find his. Please say thank you to everyone at The Sister Margaret Smith Centre."

- Family Member



As we advance our vision of becoming a leader in client-centred care, we plan through the lens of Quality, Safety and Risk. Our **Strategic Plan 2016-2020** will focus on four key Strategic Directions:

### Here for Our Clients

We will address unmet needs through our programs and services

### Here for Our Partners

We will collaboratively define our role in the provision of care for our communities

### Here for Our People

We will work to advance our culture and continue our caring mission with our staff and volunteers

### Here for Our Future

We will plan for continued financial sustainability

HERE FOR OUR

## Clients

### Regional Rehabilitative Care Program

The Northwest Regional Rehabilitative Care Program (RRCP) has facilitated a link between Spinal Cord Injury Ontario and St. Joseph's Hospital by arranging a space in order for Spinal Cord Injury staff at the Hospital Site. This presence will improve SCI's visibility with both clients and staff ultimately improving client experience and transition to community.

### Manor House Support Group

The Manor House Adult Day Program evening support group hosted Wesway who outlined their respite program. The presentation was informative and well attended.

Care  
Compassion  
Commitment

# Leadership Team Report

March 2018



## **Northwestern Ontario Secondary School Students Association**

Volunteer Services hosted a group of local secondary school students from the Northwestern Ontario Secondary School Students' Association (NWOSSA). The students, along with a number of volunteers, worked together to prepare 33 memory boxes. These boxes are used by families to bring home their loved one's cherished belongings at end-of-life. This is one of the ways we are trying to engage more youth in volunteering at SJCG.

## **Clients Volunteer at Shelter House**

Five inpatient Mental Health Rehabilitation clients volunteered at the Shelter House on February 15, 2018 to help prepare lunch for 277 individuals. The clients enjoyed the opportunity to help people who are less fortunate, with many expressing an interest to volunteer again.

## **Health Quality Ontario (HQO) Standards**

HQO has established a group of 30 chronic pain experts to develop standards for assessment and treatment of chronic pain. The group is co-chaired by Karen St. Jacques, physiotherapist and team lead for the St. Joseph's Care Group Chronic Pain Program. Other members on the working group include Julie Besse, dietician and Heather Boynton, representing management and social work/psychology. Quality Standards have been established by HQO for a variety of target groups. The goal is to ensure clinicians, clients and family members are aware of the best possible interventions.

## **Peer Supporters**

Peer Supporters are people with lived experience in mental health and addictions who undergo training and certification in the provision of client support. Peer Supporters have been working closely with clients within Community Mental Health and will be increasing their presence in other programs.

## **Rapid Access Addiction Medicine (RAAM) Clinics**

In response to the emerging opioid crisis and in line with the Provincial Opiate Strategy, SJCG received \$741,745 in annualized funding to establish Rapid Access to Addiction Medicine Clinics in Thunder Bay. The RAAM project represents a collaborative effort between SJCG and seven other partners. The interprofessional practice team consists of a Physician, Nurse Practitioner, Registered Nurse, Traditional Healer, Peer Support Workers and Addiction Counsellors (Social Workers).

HERE FOR OUR

---

# Partners

## **TBRHSC Utilizes Bed Capacity at Hogarth Riverview Manor**

On January 12, 2017 HRM welcomed 32 patients, who are ALC to LTC from TBRHSC due to overcapacity issues to help alleviate flow to the system. TBRHSC is responsible for the care of their patients and staffing the unit. Funding has been committed to March 31, 2018.

Care  
Compassion  
Commitment

## **Psychiatry Supports Education in the Region**

Drs. Bismil, Gymorey and Haggarty travelled to Dryden, Atikokan and Fort Frances to deliver education to primary care providers and counselors in those communities. The purpose of the trip was to open conversations with staff and medical providers interested in enhancing access to mental health services and education through SJCG and to grow interest in future enhancement of low-intensity specialized services, such as eConsultations and monthly case review meetings.

HERE FOR OUR

## People

### **Rehabilitative Care & Chronic Disease Management Welcome New Staff**

Welcome to Denis Nault, our new Director of Inpatient Services and Michelle Rebeck, our new Secretary at St. Joseph's Hospital.

### **New Nurse Practitioner for Geriatric Assessment and Outreach Program**

Geriatric Assessment and Outreach Program proudly announce the program's new Nurse Practitioner Katrina Hill, who began at the end of January. Katrina is a recent graduate of the Nurse Practitioner program from Lakehead University and has extensive nursing experience primarily at Thunder Bay Regional Health Sciences Centre. She also recently worked in the capacity of a Nurse Practitioner at Oak Medical Arts.

### **ECHO Educational Sessions**

Shana Magee and Noel Heath, ACPAC therapists (Advanced Clinician Practitioner in Arthritis Care), linked with the ECHO Rheumatology hub, attending the first educational session on Jan 19th. ECHO sessions can be done from anywhere using the Zoom videoconferencing platform, on a desktop computer, laptop or smartphone. The organizers were very pleased to have St. Joseph's RDP on board.

### **Addictions and Older Adults Education Session**

Jan Haycock, Older Adult Addiction Worker, Adult Addictions Program, presented a session on Addictions and Older Adults to clients and staff at the Sister Leila Greco Apartments on February 7, 2018. There were over 20 participants and good discussion on the topic.

### **Advanced Leadership Program**

Lance Crupi, Manager, Mental Health Rehabilitation, attended a leadership program facilitated by the Northwest Local Health Integration Network (LHIN), in collaboration with Rotman School of Management - University of Toronto. The program presented existing and new leaders a diverse perspective of healthcare management, leadership techniques and strategies, as well as a question and answer panel with local system leaders from Northwestern Ontario.

HERE FOR OUR

## Future

### **Bundled Care Pilot Project**

SJCG is participating in a Bundled Care Pilot project in 2018/19 along with Thunder Bay Regional Health Sciences Centre, Dryden Regional Health Campus, Lake of the Woods District Hospital, Riverside Health Care Facilities, St. Joseph's Care Group and North West Local Health Integration Network Home and Community Care. This provincial initiative provides one payment for all client care related to having a total knee or hip replacement. Members of the team from SJCG include Mary Adams, Shelby Poletti, Lisa Lamore and Denise Taylor.

### **Hogarth Riverview Manor (HRM) Reporting Structure Change**

Over the past two months the organizational structure at HRM was changed to reflect a more traditional long-term care home structure where the first line managers/supervisors report directly to the Administrator or Director of Care.

### **Lakehead University Nursing Students**

St. Joseph's Care Group welcomed and oriented 157 Nursing students to long-term care in January 2018.

### **Move to SJHC South**

Staff in the Comprehensive Community Support Program has been supporting clients and TeamWerks members to prepare for the move to St. Joseph's Health Centre South, which began March 10th. Maps and new telephone contact numbers have been given to clients. Some clients, peer support workers and TeamWerks members have had tours of the new site and are very happy with the new, colourful and welcoming space.

### **Capital Updates**

#### East Wing Project

The East Wing Project at St. Joseph's Hospital commenced in June 2015. The general contractor has issued progress certificates for work to the end of February 2018 showing a 95% project completion. Substantial completion is expected by early April once building commissioning has been completed.

A detailed work plan has been agreed to with the Contractor to achieve occupancy. The main areas requiring completion prior to occupancy include the main corridor, cafeteria transition area, material distribution and select office areas on Level 0. The connection between the existing hospital and the new expansion on Level 0 is planned to be operational upon achieving occupancy. Pharmacy, the loading dock, purchasing and freight elevator will not be completed until after occupancy. Final finishes have been completed in the client areas and cleaning of the areas is underway. Terrazzo flooring installation is complete on all levels. The clinical office and outpatient service areas have progressed well, however there are a few rooms changing function that require some rework.

# Leadership Team Report

March 2018



A significant design expansion required an addition of a diesel fuel tank to accommodate the fuel requirements of the new generator and meet the Technical Safety Standards Association (TSSA) guidelines. This design was approved in September and requires additional work by the Contractor's subcontractors to implement the change. A final implementation date is still being established.

The interior renovations for connection to the existing hospital are also in progress, with the focus on the new loading dock and receiving area and freight elevator. The Pharmacy expansion is underway however is behind schedule due to a required asbestos remediation within the ceiling that is complete. Trades are now fully accessing the space and this will be completed by the end of March or early April.

External work to the building has progressed well and is nearing completion.

Signage installation has commenced. As well furniture and equipment deliveries and installation has commenced and will be completed by the end of March.

It is anticipated the move to the East Wing will commence mid-April and will be completed by the end of the month.

## High Support Housing Expansion

This project involves the purchase of a building (Amethyst House) and the retrofit to accommodate 12 high support housing spaces for mental health clients. St. Joseph's Care Group's 4(2) business case was approved by the LHIN and MOHLTC and the property has now been transferred to SJCG. The renovation project tenders were received on February 6, 2018 and an award of the contract was made to a local contractor. Construction will commence during the month of March.

## Community Engagement Councils - Update to the Board

### **Rehabilitative Care & Chronic Disease Management (RC&CDM) Community Engagement Council**

Key Messages:

- The Council received a presentation on the East Wing from Kathleen Lynch, which highlighted features of the new space set to open in the last quarter of 2017-18 (Jan-March 2018).
- Denise Taylor reported updated the CEC on the Regional Rehabilitation sub-committee that was struck from this Council and reviewed Terms of Reference.
- The sub-committee will be responsible to report back to this Council on regional rehabilitation needs.

### **Seniors Health (SH) Community Engagement Council**

Key Messages:

- Additional recruitment for family members will take place.
- New Administrators and Director of Care for HRM and Bethammi Nursing Home were introduced.
- Terms of Reference were reviewed with two suggestions for updates which will be forwarded to the Clinical Vice-Presidents for discussion.
- There was a presentation on BSO and Responsive Behaviours by Alison Denton, Manager for the Regional Behavioural Support Unit.
- The Seniors Health Quality Improvement Plan was reviewed.
- Next meeting - presentation on Palliative Care in Long Term Care by Jill Marcella

### **Addictions and Mental Health (A-MH) Community Engagement Council**

Key messages from the September 28 Meeting:

- The opening of the East Wing is expected to occur in the last quarter of 2017-18 (Jan-March 2018).
- A tour of the East Wing was held for Council members.
- The North West LHIN is considering establishing regional and sub-region leads for mental health and addictions.
- Two new supportive housing initiatives have been funded.