

Leadership Team Report

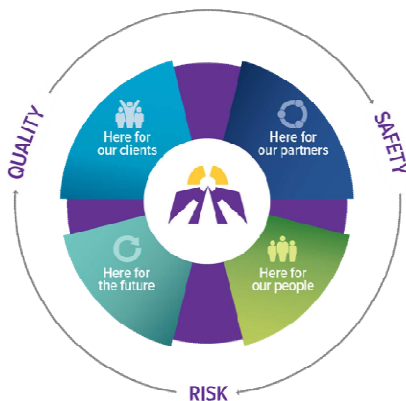
April 2018



MISSION MOMENT

"The Knitting Group at Sister Leila Greco Apartments is a group of clients who get together and craft items for Thunder Bay Regional Health Sciences Centre Pediatrics and Oncology patients. In 2017, they lovingly crafted 110 teddy bears, 84 pairs of mittens, 102 hats and 62 blankets all to help keep these patients warm and to offer comfort to those receiving care. They do this via donation of wool and fund-raising through our recreation department. The Knitting Group is one of the client-lead groups at Sister Leila Greco Apartments that enable the clients to continue to contribute on a volunteer basis to the community, and are supported by the Recreation staff."

— Staff 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

Long Term Care (LTC) Compliance – Bethammi Nursing Home

Bethammi Nursing Home continues to work on the LTC inspectors' feedback from the inspection held from January 29 – February 7, 2018 while waiting for the inspection report. In addition the home is implementing programs to be consistent with the improvements being made at Hogarth Riverview Manor.

Outbreak Activity – Bethammi Nursing Home

The Bethammi Nursing Home Noro Virus outbreak declared February 6, 2018, and ended on March 5, 2018 with 31 residents and 33 staff affected. Infection Prevention and Control (IPAC) and the management team collaborated with the Public Health Unit to identify gaps in practice and have since implemented suggested changes.

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Compliance Inspection – Hogarth Riverview Manor (HRM)

A 4-day inspection occurred at HRM from March 12 – 15, 2018. Results from the exit interview were very positive and the MOHLTC has since advised that all 13 compliance orders have been lifted. A new area of non-compliance involvement medication management was identified. Plans for the second quarter improvements include medication management and the mandatory programs.

Stepping Stones Women's Support Group

Clients involved in the Women's 55+ Support Group (Stepping Stones) organized and participated in a day long retreat on the women's residential floor at Sister Margaret Smith Centre. The theme was "Because of You", which celebrates the support they gather from our staff and each other to maintain the changes they are making in their lives towards health and wellness. There were more than 20 participants ranging in age from 57 to 80 years.

Rapid Access Addiction Medicine (RAAM) Clinic

The newly established Rapid Access Addiction Medicine Clinic opened its doors to clients on March 12, 2018. This evidence-based service provides timely access to specialized primary care for individuals who are living with substance use issues and who have difficulty accessing medical care. Services are provided by an inter-professional practice team comprised of physicians, nurse practitioners, registered nurses, addiction counselors, traditional healers and peer support workers. Since the opening, a total of 56 clients have received services. The second site will be opening at Balmoral Centre in mid-April. The goal of the program is to support clients to achieve improved overall health and well being and to reduce the need for emergency and hospital services.

St. Joseph's Health Centre South

SJHC – South opened with a media event on March 23, 2018, which was very well attended by TV, radio and print media representatives. Programs moved into this new space beginning on March 10. The new facility is bright, warm and welcoming for clients, staff and volunteers. Now located in SJHC South are the Comprehensive Community Support Team (outreach and clinic), medium support housing and Homes for Special Care, Getting Appropriate Personal and Professional Supports (GAPPS), Extension of Community Health Outcomes (ECHO), Teamwerks, Employment Options and Peer Connections.

Mental Health Rehabilitation Family Meeting

On March 1, 2018 a meeting was held with family members of clients from the Adult and Older Adult Rehabilitation inpatient programs at Lakehead Psychiatric Hospital. Information regarding the move to the East Wing, including specific details about the program move plan, was shared with families. Many family members present at the meeting expressed interest in attending upcoming tours of the East Wing.

Client Fitness and Leisure Outings

In the spirit of promoting healthy and active lifestyles, inpatient clients from the Mental Health Rehabilitation program participated in various fitness and leisure activities in March including working out at Fit 4 Less, mall walks, bowling, and attending North Stars hockey games. Clients are looking forward to warmer weather in the spring for fitness and leisure opportunities outdoors.

HERE FOR OUR

Partners

Geriatric Rounds

Tammy McKinnon and Sarah Kuzik from Corporate Learning, Sandra Dewsberry, Community Psychogeriatric Resource Consultant (PRC) and Lisa Petersen, Manager, Community Seniors' Health worked together to identify Geriatric Rounds that would be beneficial for Health Care Professionals within St. Joseph's Care Group. Corporate Learning has arranged to have rounds conducted by Regional Geriatric Programs of Eastern Ontario and Baycrest Behavioural Support will be broadcasted both to the LPH and SJH site through OTN.

Memory Clinic Support

Facilitated by Dr. Linda Lee, developer of the Primary Care Memory Clinic model in partnership with Lisa Petersen, Manager Community Seniors Health, Geriatricians and Geriatric Psychiatry will be providing support to the Memory Clinics within the North West LHIN through capacity building and case review.

Learning Essential Approaches to Palliative Care Sessions

The Regional Palliative Care Program (RPCP) worked in partnership with the Centre for Education and Research on Aging & Health, and Thunder Bay Regional Health Services North West Renal Program to deliver Learning Essential Approaches to Palliative Care (LEAP) in Thunder Bay and LEAP Renal in Kenora. These one day workshops are a nationally recognized interprofessional palliative and end-of-life curriculum focusing on current best practices.

ECHO Rheumatology Session

Noel Heath, OT, and Shana Magee, PT, participated in a session for ECHO (Extensions of Community Health Care Outcomes) Rheumatology and are now connected with the ECHO Rheumatology team from Mount Sinai. The heart of the ECHO model™ is its hub-and-spoke knowledge-sharing networks, led by expert teams who use multi-point videoconferencing to conduct virtual clinics with community providers. The ECHO Ontario team is planning a northern Ontario tour in March and will be meeting with the RDP/rheumatology team from Thunder Bay.

Orientation to SJ Hospital Physical Rehab Unit for Stroke Prevention Clinic Nurse

On February 12th Physical Rehab hosted John Davis, a nurse from Sioux Lookout who will be working in the MenoYaWin Sioux Lookout Hospital Stroke Prevention Clinic. John is new to the Stroke Prevention Clinic and came to Thunder Bay to attend orientation at TBRHSC Stroke Prevention Clinic. He also spent the afternoon on the SJH Physical Rehab unit, the Outpatient Neurology program and the MOST (Moving on After Stroke) program. The objectives of the Rehab portion of his orientation were to:

- Learn the inpatient and outpatient Stroke Rehab programs and services at St Joseph's Hospital,
- Learn about the Tele SLP and MOST programs available via videoconference to the region,
- Tour the inpatient and outpatient stroke rehab areas.

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Promoting Body Inclusive Policies and Practices in Education and Healthcare Settings

The Eating Disorder Program partnered with the Northern Ontario School of Medicine to host a luncheon to facilitate a discussion regarding Promoting Body Inclusive Policies and Practices in Education and Healthcare Settings. The goal of the meeting was to discuss evidence based practice in order to mobilize research, policies and practices related to supporting the implementation of a "health, not weight" approach in Northern Ontario.

Youth Advisory Council

Youth Life, a youth advisory council comprised of 9 youth between the ages of 12 – 24, was established in March 2018 with the support of U-Turn and the Thunder Bay Drug Strategy. The group informs, discusses and provides recommendations to services, programs and initiatives relating to mental health and substance use. Members come from diverse cultural backgrounds and have varied life experiences. They all share a common passion for addressing mental health issues affecting youth in our community.

ECHO Chronic Pain Hub Development

The ECHO program has moved into the SJHC South location and started its first program on April 4, 2018. The pilot sessions run April 4, 11 & 18, with 7 sites ready to kick off ECHO in Thunder Bay. Cycle 1 starts May 2 and currently has 12 sites and over 25 participants signed up with registration still open and spots filling quickly. Our ECHO Ontario website is up-to-date and can be used to register, download brochures, see the curriculum and our experienced and diverse SJCG/TOH Hub members.

2018 Research Showcase

On March 2nd, health care professionals, scientists, academic researchers, and students from a variety of organizations participated in the 2018 Showcase of Health Research. Organized by the Centre for Applied Health Research, this yearly event highlights not only the diversity of high-caliber research taking place within our community, but St. Joseph's Care Group's commitment to evidence-informed care. A record 200 participants took part in this year's event, which included 8 oral and 38 poster presentations.

Diversity Thunder Bay Celebration Breakfast

St. Joseph's Care Group was a sponsor for Diversity Thunder Bay's Celebration Breakfast for the International Day for the Elimination of Racial Discrimination. Lisa Beckwick, Director of Organizational and People Development, is co-chair of the event. Several staff attended this presentation on "Access and Equity: Human Rights in Practice" with guest speaker, Toni Morgan.

Data Centre

In partnership with Thunder Bay Regional Health Sciences Centre, a funding application was submitted to FedNor for the construction of the new shared data centre. FedNor recently announced that they will fund up to \$1 million for the data centre. This funding is in addition to the \$1 million received from Northern Ontario Heritage Fund Corporation and \$440,000 from the Small Hospital Transformation Fund. Construction of the data centre is near completion. Information Technology staff will begin the process of migrating equipment to the new data centre in June. Migration is expected to take up to 10 months.

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People

Congratulations to Rebecca McEwen

The North West Regional Palliative Care Program (RPCP) extends a warm thank you to Rebecca McEwen for her leadership in the RPCP clinical co-lead role. Rebecca has a full time position with Hogarth Riverview Manor as a Clinical Manager. The RPCP looks forward to collaborating with Rebecca in her new role in LTC.

Long Term Care Management Recruitment

The Director of Care for Bethammi Nursing Home has resigned, as well as the Manager of the BSU. Recruitment is underway. The search continues for a permanent Administrator for HRM.

Regional Coroner Presentation

The regional supervising Coroner Dr. Michael Wilson completed a very well received presentation to the 4th floor Hospice and Palliative nurses focusing on the coroner and their role. Interactive case scenarios were completed that engaged all in attendance. Another session will be scheduled in the future.

Citizen of Recognition Achievement Award

Kristine Quaid, President of Peer Connections and certified peer supporter, has been recognized by the City of Thunder Bay to receive a Citizen of Recognition Achievement Award in the Good Citizen category. She will be presented with her award at a ceremony on April 17, 2018.

Staff Appreciation Lunch

Staff from Community Mental Health Programs attended a staff appreciation lunch in the new large meeting room at SJHC South. Staff were presented with service awards ranging from 5 to 35 years. Ron Soldan gave a wonderful tribute to the work of the staff of the Personal Development Program (PDP), which had its roots in the Psychiatric Day Care program at St. Joseph's Hospital. The program is now integrated with Mental Health Outpatient Programs. Congratulations to all staff who worked in PDP over the years and the wonderful care they provided for our clients.

Mental Wellness at Work

The Eating Disorder Program celebrated "March is Nutrition Month" with a display at SMSC. Team members collected donations for The Dew Drop Inn and offered "healthy cookies made with chickpeas and lentils" to staff. The team also conducted a Lunch and Learn session on Food Hypersensitivity.

Tours of St. Joseph's Hospital East Wing Expansion

On February 16, 2018, members of the Addictions and Mental Health Quality, Safety and Risk Committee toured one of the East Wing inpatient units. The purpose of the tour was to identify potential safety issues or risks in the inpatient environment. Identified safety issues have been addressed.

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During the month of March, nurses from the Adult and Older Adult Rehabilitation Program participated in tours of the inpatient setting in the East Wing. Nurses were pleased with the modern and spacious environment and the abundance of natural light throughout the unit. In addition, nurses provided good feedback and suggestions about work flow and client/staff safety.

College of Psychologists of Ontario

Congratulations to Melanie Morrow, Psychological Associate, Concurrent Disorders Rehabilitation, who has been elected to the Council of the College of Psychologists of Ontario as of April 1, 2018.

HERE FOR OUR

Future

North West LHIN Advanced Health System Leadership Program

Randy Middleton, Clinical Manager 4th floor, Robert Paterson, Manager Diabetes Health and Utilization, and Dawn MacDonald, Director of Outpatient Services, attended the North West LHIN Advanced Health System Leadership program presented by the Rotman School of Management (U of T). This was the first 5-day session of the 10-day program which focuses on leadership in the health care system.

Building Capacity

Our Capacity Building (Addictions and Mental Health) Video Education series is being redeveloped with new topics and interactive learning opportunities. The series will be used internally and with other hospitals and agencies across Northwestern Ontario to build knowledge, competence and comfort when engaging with people who experience mental health and/or substance use issues, and their families.

Student Circuit Interviews

Lakehead University Nursing students, currently placed at Hogarth Riverview Manor, were encouraged to apply for summer and casual positions as personal support workers. The Human Resources recruitment staff conducted 40 interviews over three one-hour sessions to allow students to apply for positions on-site while on placement. This type of convenient, rapid interview process was very well-received by the students.

Partnership with Oshki-Wenjack

St. Joseph's Care Group has established a partnership with the Oshki-Wenjack Education Institute to provide placement opportunities for students in their registered practical nursing program. This summer, 10 students will gain experience in long-term care and at St. Joseph's Hospital.

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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 March 2018 showing a 96% project completion. The Contractor has been working through the detailed occupancy requirements and progress has been made, however the deadlines established have not been met.

There are a number of critical items that are required prior to occupancy and a brief status update is provided below.

- Diesel fuel tank supplying the emergency generator will not be received until the first week of May which if not mitigated will delay the commissioning of the generator. SJCG has undertaken to supply an interim tank solution to allow for the commissioning of the generator and ongoing operation support until the permanent solution is established. The success of this will be known within the next 2 weeks.
- Fire alarm verification is still outstanding and is dependent on a replacement panel being delivered and installed.
- Air balancing is still underway and will be completed mid April.
- Installation of security screens and window blinds is anticipated to be completed by the third week of April and will be required prior to the client move.
- Completion of common areas and public spaces and entrances are nearing completion.
- Deficiency completion is underway and progressing well

A detailed work plan has been agreed to with the Contractor to achieve occupancy.

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 and it is important to meet the completion date to allow for the progression of the Unit Dose Implementation. We are forecasting that this construction milestone will be achieved. External work to the building has progressed well and is nearing completion. Clean up of the area will be required prior to occupancy. Signage installation has commenced. As well furniture and equipment deliveries and installation has commenced and will be completed by the mid April.

It is anticipated the move to the East Wing will commence at the end of April subject to the generator commissioning issue being resolved.

High Support Housing Expansion

Construction on the redevelopment of Amethyst House to a high support home has commenced and we are targeting completion by the end of June with a move during the summer months.