

Leadership Team Report

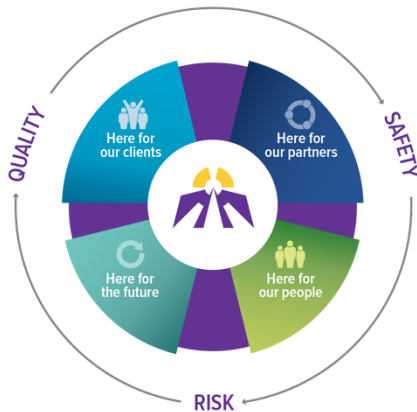
May 2018



MISSION MOMENT

"Back in 2012 if someone had told me that not only would I be back on track, but I would be an advocate in Health Care and represent vulnerable groups of people not only at a local, but provincial level as well; I would have scoffed at the idea. In 2012 all of my belongings and my home were lost when after a heavy rain the sewers backed up and flooded all the basements in the East End of the city. It's one thing to have your basement flood with regular dirty water but when its water from the sewage treatment plant there is no saving anything. I had lost everything and was in a very low place, I was suffering from mental health challenges as well as dependency issues. Stigma was my enemy, amongst many other perceived enemies. It was a dark time; connecting with the Care Group gave me back my life and my purpose. It's a tough role the Care Group plays in our community, but it's a wonderful group to be able to say you are part of. "Meeting the unmet needs" is a tall order, but one that I am happy to say is filled everyday for many hundreds if not thousands of people. I feel truly blessed to be able to say that I am well enough and strong enough thanks to St. Josephs Care Group and its commitment to clients, volunteers, and staff."

- Client



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

Quality Improvement Initiatives on 2nd Floor

As part of our Quality Improvement Plan, the 2nd floor (Medically Complex Services) participated in the STAR-P survey. Trained volunteers conducted the survey during the month of March which was designed to gather information on nurse-client therapeutic relationships. Next steps will be to review the data and develop strategies moving forward.

Care
Compassion
Commitment

Friends & Family Sessions for Outpatient Neurology Clients

The Outpatient Neurology team ran their first 'Friends & Family' Session for concussion group clients. This group session was held for the clients with concussions and any friends and family members they chose to invite. The purpose was to provide education about concussion, the impact it has on people, and to allow the opportunity for supportive conversation about the challenges this impact has on clients' family members and friends. Seven clients and 9 friends and family members were in attendance. Comments from friends and family included; *"thank you for offering this session and giving us the opportunity to learn more and share our experiences with others - I now know I'm not alone."* *"I feel like I have a better understanding of the challenges living with concussion causes"*. This model was adopted from the MOST program and may be useful for other chronic disease populations and support efforts toward client and family centred care.

Urinary Continence Intervention

The Geriatric Assessment and Rehabilitative Care team continues to complete the Urinary Continence Intervention with clients, with the goal of better managing incontinence while in hospital and enhancing their lives on discharge. This can also impact fall risk while in hospital and upon discharge.

Green Werks Café

The Green Werks café at SJHC South has begun to offer a lunch menu for staff and clients in their beautiful new kitchen and café. They also provide catering for internal functions and meetings. This social enterprise offers training and support to our clients who want to gain work skills and is highly valued by our staff and clients for the service they provide.

LPH Farewell Celebration

Staff, clients and family of the Mental Health Rehabilitation Program attended an LPH farewell celebration held on April 18, 2018 in the LPH cafeteria. The celebration provided the opportunity to reminisce, enjoy refreshments, and listen to the Thunder Mountain Drumming Group.

Ward Manor Transition

A meeting was held on April 2, 2018 with clients and staff of Ward Manor High Support home to discuss the pending move/transition from Ward Manor to Amethyst House. All Ward Manor clients attended the meeting and were engaged in the conversation and planning. The clients expressed excitement about moving to Amethyst House. Since the meeting, clients and staff have started the packing and move preparation processes.

Wound Care Expertise

Tuula Graham, Clinical Manager, has attended a 5-day wound care training conference facilitated by RNAO to become an in-house wound care nurse at Hogarth Riverview Manor.

Registered Nurses Association of Ontario (RNAO)

On April 19th, 2018 at the RNAO Annual General Meeting, St. Joseph's Care Group (SJCG) was awarded a certificate for our successful Best Practice Spotlight Organization (BPSO) designation, along with 13 other provincial, national and international BPSO's.

SJCG has worked in partnership with the RNAO over the past three years to build a culture of evidence-based practice. Clinical Best Practice Guidelines (BPG's) implemented over the past 3 years include:

- Establishing Therapeutic Relationships
- Care Giving Strategies for Older Adults with Delirium, Dementia and Depression
- Screening for Delirium, Dementia and Depression in Older Adults
- Prevention of Falls and Fall Injuries in the Older Adult
- Strategies to Support Self-Management in Chronic Conditions: Collaboration with Clients

SJCG will continue our BPSO journey through implementation of BPG sustainability plans as well as implementation of new BPG's on an ongoing basis. SJCG continues to drive best practices forward through education, policy, and day to day practice changes to improve client-centred care and outcomes.

HERE FOR OUR

Partners

Funding for Regional Rehabilitative Care Program from the North West LHIN

The Regional Rehabilitative Care Program (RRCP) was successful in acquiring funding from the North West LHIN for website development. The new website will be hosted on SJCG's external website and will have information on the Care Streams, a quarterly newsletter, best practice information, and an interactive map identifying both bedded and community-based rehabilitative care programs throughout the LHIN. The website will be launched in May with a communication plan to our Primary Care Teams and rehab providers.

Home for Good Initiative

In response to unmet community needs and in partnership with the Thunder Bay District Social Service Administration Board (DSSAB), Dilico Anishinabek Family Care and St. Joseph's Foundation, SJCG will be embarking on a new project to establish safe, effective and affordable transitional housing and stabilization services. Home for Good is a capital project funded by the Ministry of Housing that also provides supports for individuals who are homeless or at risk of homelessness due to complex health conditions that include substance use and mental health issues. This new service will fill a significant gap in the current continuum of care for vulnerable individuals.

Matawa Learning Centre Integrated Model of Care

SJCG's Youth Addiction Programs and Behavioural Sciences Centre are working in collaboration with Matawa to develop an integrated model of care for students of the Matawa Learning Centre. Youth Workers are working with teachers and support staff to identify and specialized assessment plans have been established to inform the development of care plans based on assessed level of needs. In addition, Matawa Learning Centre staff will receive educational sessions designed to build capacity and knowledge regarding substance use and mental health issues. Matawa plans to move into their new facility on Lillie Street in the fall of 2018.

Town Hall Meeting re: Social Issues and Community Safety

St. Joseph's Care Group was invited by City Councilor Frank Pullia to participate in a Town Hall meeting on April 25, 2018, to discuss the linkages between mental illness, substance use and community safety. Janet Sillman presented on behalf of the Care Group along with representatives from Emergency Measures Services, Lakehead Social Planning Council, Thunder Bay Drug Strategy and Lakehead University. Fifty people attended.

Regional Outreach Planning

Representatives from SJCG - Addictions and Mental Health met with physicians and planners from Thunder Bay and Northwestern Ontario, and representatives from the NWLHIN and the Centre for Addiction and Mental Health on April 21, 2018 to discuss the need to improve access to mental health and addiction services for children, youth and adults who live in the region. The participants are committed to work together to improve system navigation by primary care providers, access to services, and connections to specialized resources. This work will build on the regional work that is currently underway to reach out to communities in the region, including the Far North.

HERE FOR OUR

People

AdvantAge Ontario Award

Congratulations to our Vice President of Seniors' Health, Lina Johnson, who was the recipient of the Donna Rubin Administrator Leadership Program Award. This award is presented annually by AdvantAge Ontario to the student who achieves the top case study mark in the Administrator Leadership Program.

National Advance Care Planning Day

National Advance Care Planning Day was April 16th. Life can change in an instant and there may be a time where you may not be able to make your own care decisions. It is important to prepare in case this happens. To raise awareness, the Regional Palliative Care Program (RPCP) had a display in the St. Joseph's Hospital Garden Cafe to provide information and resources to staff and clients on the importance of Advance Care Planning Conversations and understanding the role of the Substitute Decision Maker.

Improvement Plan for SJ Hospital

Dawn MacDonald and Denis Nault, our two new hospital directors, are meeting with staff on each floor and in the outpatient areas over the next few weeks to get feedback on how we can improve. Staff have volunteered to form a working group to address the results of the employee satisfaction survey. The improvement plan and more specifically, how to address overall morale at the hospital will be the focus of the working group.

Bethammi Nursing Home

On April 23, 2018 Rebecca McEwen assumed the role of Director of Care/Clinical Manager for Bethammi Nursing Home and Extendicare Assist began the operational review as per MOHLTC Director's Order.

Presentations on Trauma

Karen Slomke, Social Worker with Mental Health Outpatients, gave a presentation on "A Day in Trauma" to the Thunder Bay Psychiatry Local Education Group. She also presented to the Northwest section of the Ontario Association of Medical Radiation Sciences on developing skills to support clients who have experienced a traumatic event such as absence of fetal heartbeat, traumatic accidents resulting in multiple injuries including crippling back injuries and people undergoing cancer treatments. Karen's expertise in the treatment of trauma is well recognized throughout the Northwest.

Hogarth Riverview Manor Management Appointments

Kathleen Romano has accepted the position of Assistant Director of Care at HRM. This role focuses on quality of care and compliance.

Tuula Graham accepted the position of Clinical Manager floor 6 and 7. Tuula has been in the acting role since November of 2017. Brenda Page is the interim Clinical Manager for Floors 2 and 3. Recruitment is still underway for the Manager for the Behavioural Support Unit and the Administrator.

Spotlight on Volunteer Services Coordinator

Anna Grenier was featured in the spring edition of Bayview Magazine. The article describes Anna's history in volunteering beginning with her early days as a volunteer herself, to her current role as Volunteer Services Coordinator at Hogarth Riverview Manor (HRM). The article includes a photograph of Anna and her dedicated volunteers and elaborates on their activities and initiatives. Additionally, it comments on the involvement of local high school students who spent a day making memory boxes for the families of residents at HRM.

Employee Recognition Dinner

The annual Employee Recognition Dinner is our opportunity to recognize retirees and long-service employees for their years of dedicated service to the Care Group. This year's event held on April 19th at the Valhalla Inn, honoured 31 employees who retired in 2017. A total of 195 people were in attendance to celebrate their own service milestone or to acknowledge their colleagues, friends, and family. Bishop Colli said grace before attendees enjoyed a delicious buffet dinner, all while listening to the sounds of the Danny Johnson Trio.

HERE FOR OUR

Future

Data Centre

St. Joseph's Care Group, in partnership with Thunder Bay Regional Health Sciences Centre, has received \$1 million in funding from the Northern Ontario Heritage Fund Corporation, and most recently another \$1 million in funding from FedNor. This funding will offset the total cost of construction for the new data centre, which is almost complete.

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Rehabilitative Care Alliance Expert Panel

Regional Rehabilitative Care Program (RRCP) Coordinator, Denise Taylor, is participating in the Rehabilitative Care Alliance's Expert Panel for Hip Fracture Capacity Planning.

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:

- Fire alarm verification is still outstanding and is dependent on a replacement panel being delivered and installed;
- Sprinkler systems require additional work prior to finalization of verification reports and also require the fire alarm system to be operational;
- Installation of security screens and window blinds has been completed;
- Completion of common areas and public spaces and entrances are nearing completion;
- Deficiency completion is underway and progressing well;
- Final cleaning has commenced and a schedule to meet occupancy dates has been established;
- Exterior finishing of the building is expected to be completed by May 11th (with the exception of penthouse siding).

A detailed work plan has been agreed to with the Contractor to achieve occupancy however requires certain milestones to be achieved.

Administration resumed function in their previous space (adjacent to the East Wing) as of Monday, May 7, 2018. All necessary moves occurred smoothly over the weekend of May 5/6th. Thanks to all who played a role in the successful relocation of Administration back to St. Joseph's Hospital.