

## Mission Moment

*"Staff seems to really enjoy being here. Working with them has made me want to become a social worker. I want to help kids who were like me so they can understand the life they can have."*

Client, Youth Addictions Program

## Strategic Priorities

*"The focus of our work"*

Client-Centred Care ♦ Mental Health & Addictions ♦ Seniors' Care ♦ Chronic Disease

### Bethammi Nursing Home

Bethammi Nursing Home has received licenses for two additional temporary beds to assist with the overcapacity issue in the city. A process has been developed with Community Care Access Centre for tracking occupancy and flow.

### Regional Behavioural Health Services (RBHS)

The RBHS Unit is operating with 18 admissions to date and the Mobile Outreach Team is now present in all 8 Long Term Care Homes in Thunder Bay. The RBHS Mobile Outreach Team also collaborated with St. Joseph's Care Group Research Team to develop a satisfaction survey.

### Overcapacity Plan Initiatives

Work continues on three projects in response to the Ministry of Health and Long-Term Care March 2014 Transitional Capacity Funding announcement. The Temporary Transitional Care Unit opened in early June, with clients awaiting long-term care moving directly to the unit from the Thunder Bay Regional Health Sciences Centre (TBRHSC) and St. Joseph's Hospital (SJH). The Utilization team continues to work with SJH staff, as well as Brain Injury Services of Northern Ontario (BISNO) and Handicapped Action Group Incorporated (HAGI) staff, to place clients in supportive housing units. Planning and hiring for Assess and Restore programming, which will focus on senior (65+ years) clients at St. Joseph's Hospital moving from hospital to home, continues.

The Temporary Transitional Care Unit (TTCU) management and interprofessional team have identified and addressed initial implementation issues to smooth operations at this new unit and settle clients and their families in this warm, bright environment as they await long-term care home placement. Jerry Devries, Clinical Coordinator, hosted a family forum at the end of July to give clients and families an opportunity to speak about the unit and their client experience, as well as to plan for regular support meetings.

### Weekend Therapy Pilot

A weekend therapy pilot started on the two rehabilitation units (3N and 3S) in July, provided by staff hired through the Neurosurgical initiative. Client needs were prioritized and they were seen in the gym for modified individual programs, in their rooms for bed exercises, and also on the unit for an ambulation program depending on their care needs.

### Life Enrichment Programs – P.R. Cook Apartments

A focus on life enrichment programming over the summer within P.R. Cook Apartments to enrich the lives of the senior tenants through daily recreational activities occurred. The Life Enrichment (LE) staff completed an array of various activities that focused on the 5 domains (spiritual, emotional, intellectual, physical, and social). There are two main activities a day, and in between, the LE staff visit the tenants who do not attend the programs and visit with tenants who are not feeling well. Every month they have a birthday party for the tenants who are celebrating a birthday in that month.

### Day Hospital Priority Screening

Day Hospital has developed a new priority screen to be used on all new referrals to the program to deem clients either urgent or non-urgent. The aim of this initiative is to help provide services to clients in most need sooner and to possibly prevent unnecessary hospital admissions.

### **Chronic Pain Management Program (CPMP) Expands Offerings**

CPMP has developed the Interprofessional Pain Assessment Clinic (IPAC). Clients who have attended an information and intake session and are not able to fully commit to existing options are provided an opportunity to participate in IPAC instead. The IPAC consists of two half-day sessions that includes history taking and development of goals and recommendations. The client is then seen in a follow-up appointment two weeks post IPAC to evaluate the efficacy of recommendations. IPAC is designed to address the needs of clients who are unable to access current existing options in pain management because they live outside of Thunder Bay, have work or personal commitments or other issues that would prevent engagement in the full 5 week session.

### **Employment Options Support of Clients' Academic Goals**

Employment Options Vocational Rehabilitation Counselors have seen a growing demand for supports requested by clients who are starting or returning to school. Preparations began in July and August for a number of people to study at Confederation College, and Lakehead University, and one for upgrading to obtain a GED. A comprehensive menu of supports is available. This support will hopefully have a positive impact on our clients' recovery and support their long term employment goals.

### **Same Day Counseling at Mental Health Outpatient Program**

The Mental Health Outpatient Program (MHOP) has developed a same day counseling team to provide timely support for clients who need immediate intervention. Clients can call in the morning for an appointment and be given an appointment for the same day. This new approach to service is being evaluated by Dr. Aislin Mushquash, psychologist in MHOP and Dr. Jack Haggarty, Program Medical Director of Community Mental Health, supported by a research grant from NOSM. Utilization of this service has been slowly increasing and to date, results have been good.

### **ALC Research**

The Research Department along with clinical and management staff recently delivered a remote presentation to Health System Planning and Performance from the Ontario Hospital Association and to members of the School of Public Health and Health Systems at the University of Waterloo. The focus was on the results of our review of mental health clients who have been assessed as "alternate level of care", but currently do not meet the criteria for admission into a long term care home. The purpose of the presentation was to determine if the assessment protocols and analysis developed by St. Joseph's Care Group can be used across the province.

## **Corporate Principles**

*"Guide posts for how we work"*

Quality & Safety ♦ Collaboration ♦ Innovation ♦ Accountability

### **Telewound Initiative**

The Wound, Ostomy, Continence (WOC) team met with Ontario Telemedicine Network (OTN) to plan a new initiative called "Telewound". Telewound allows providers in the region and outside of St. Joseph's Hospital to send pictures of wounds through OTN's confidential network so that the WOC team can provide consultation for care. Participants in the pilot include Hogarth-Riverview Manor, Bethammi Nursing Home, Nipigon District Memorial Hospital and Wilson Memorial Hospital in Marathon.

### **Joint Operations Discharge Team**

The NW Community Care Access Centre (CCAC), Thunder Bay Regional Health Sciences Centre (TBRHSC) and St. Joseph's Care Group Utilization has developed a new TBRHSC Joint Operations Discharge Team (JDOT) format. It is anticipated that this new approach to JDOT meetings will allow earlier identification of clients who have complicated discharges and will facilitate earlier transfer of appropriate clients to St. Joseph's Hospital and CCAC services.

### **Risk Register**

A process for creating and maintaining a risk register related to client safety incidents is being developed. The purpose of the risk register is to determine the risk to the client and organization when client incidents occur. This is especially important when there are incidents with no harm or minor injury that occur repeatedly (i.e. the same client, or a piece of equipment). A 'heat map' will be utilized to help determine the level of risk.

### **Green Werks Garden Party**

Green thumbs are enhancing food services at St. Joseph's Care Group in Thunder Bay. Organic vegetables and herbs grown in the co-op garden behind Lakehead Psychiatric Hospital (LPH) will be used in cafeteria and catering fare, served up at St. Joseph's Hospital and LPH. Julie Nix, Sodexo Chef for St. Joseph's Care Group created a number of gourmet samples that Garden Party attendees could try. Green Werks Garden produces organically-grown vegetables and provides employment experience for consumers of mental health services. The Green Werks Garden is one of four sites in Ontario participating in a study which focuses on food growing at health and educational institutions.

### **Partnership with Youth Employment Services (YES)**

A partnership with YES employment has been established through the Ministry of Training Colleges and Universities to fully subsidize Situational Work Assessments in the community. These assessments evaluate the clients' readiness for employment as well as identifying employment strengths and areas where further work needs to be done. To date, four clients have been placed with employers as a result of this initiative.

### **Balmoral Centre Withdrawal Management Enhancements**

Efforts continue to support enhancements of Withdrawal Management Programs at Balmoral Centre. We are working with First Responders to improve access to community based programs through the development of direct transfer protocols for ambulance services (EMS). EMS staff training regarding the new transfer protocols was provided through the summer months to support full implementation of the new protocols early in the Fall.

### **Meno Ya Win Health Centre Site Visit**

Sister Margaret Smith Centre hosted a site visit for Sioux Lookout Meno Ya Win Health Centre staff. Five staff from Meno Ya Win came to Thunder Bay to tour several sites in Thunder Bay that provide substance use services and to meet with management staff to discuss opportunities for partnership in service to regional clients.

## **Strategic Enablers**

*"Functions that support our success"*

Our People ♦ Infrastructure ♦ Communication

### **Labour Adjustment Committee**

A Labour Adjustment Committee has been established with the hospital and UNIFOR and continues to meet as St. Joseph's Hospital transitions to a new staffing model on the Transitional Care Unit (4S). The director and managers will continue to communicate directly with staff through interprofessional team meetings, inpatient meetings to which all inpatient staff are invited and monthly nursing meetings starting in July 2014.

### **Outbreak Notices**

St. Joseph's Care Group launched an outbreak notification service to allow the general public to be up-to-date on the current outbreak status at our facilities. At the same time we provide helpful tips to the general public to help avoid the spreading of infections to our clients. It is accessible on the main page of our website.

### **Hogarth Riverview Manor (HRM) Webcam Launched**

St. Joseph's Care Group launched its first-ever webcam located at HRM. The webcam overlooks the construction site of the Centre of Excellence for Integrated Seniors' Services (CEISS). It is accessible on the main page of our website. This webcam will allow staff and the general public to stay up-to-date on the construction progress of what will be one of the largest long-term care homes of the province.

### **Program for Community Recovery, St. Joseph's Health Centre**

The new stepped model of care has reduced the wait times and allowed us to improve access to specialized case management services for clients and families living with concurrent mental health and addiction issues.

### **Website Job Postings**

Human Resources have implemented changes to modernize and improve the efficiency of the job posting process. While our job postings have been listed on the iNtranet for several years they are now listed on our external website ([www.sjcg.net](http://www.sjcg.net)) to provide easier public and staff access. As part of this streamlining, paper applications are now only accepted at the Human Resources office of the Lakehead Psychiatric Hospital.

## **Volunteer Services Events**

Volunteer Services hosted the Annual General Meeting of the Volunteer Services Advisory Committee at Hogarth Riverview Manor in June. The Volunteer Services Advisory Committee Annual Report was presented followed by a tour of the Sister Leila Greco Apartments. A luncheon was held following the meeting to celebrate the many accomplishments achieved by the committee in the past year.

Volunteer Services along with the Volunteer Services Advisory Committee hosted the Annual Volunteer Services Appreciation Dinner in June at the Valhalla Inn. The dinner was well attended by over 260 volunteers and staff with 30 volunteers receiving volunteer service awards.

## **Capital Updates**

### ***CEISS (Centre of Excellence for Integrated Seniors Services)***

Construction is progressing well and at the end of July the project is approximately 52% complete. There are no significant budget or schedule issues. Financing agreements have been finalized and long term financing has been committed for the Sister Leila Greco Supportive Housing Apartments as well as the first phase of the Long Term Care Bed development.

St. Joseph's Care Group has still not received approval for the Phase 2 Business Plan (additional 32 beds) and regular follow up with the Ministry of Health and Long Term Care and North West Local Health Integration Network is occurring.

The LINK project, to provide health related retail services, is progressing and a final footprint and design brief for the project has been established along with a Class B cost estimate. Final detailed design is underway and final costing for the project will be obtained once the design package is complete.

### ***SMHRP (Specialized Mental Health Rehabilitation Project)***

St. Joseph's Care Group submitted pre-tender documents to the Ministry of Health and Long Term Care (MOHLTC) Capital Branch on April 14, and we completed a prequalification for general contractors in June 2014. We anticipated going to tender for the project in July 2014 but unfortunately this has been delayed as the MOHLTC Capital Branch has determined they will not provide approval to tender for the project until the cost share agreement is finalized. We are continuing to work with MOHLTC Capital Branch to resolve the outstanding issues.

### ***Supportive Housing***

The required renovations were completed at McKellar Place over the summer period to enable the creation of 9 supportive housing spaces for HAGI (*Handicap Action Group Inc.*). Transfer of clients to the units was initiated over the month of August.

There has been a delay in the renovation of the 6<sup>th</sup> floor of McKellar Place for the 6 supportive housing units for BISNO (*Brain Injury Services of Northern Ontario*). This was originally scheduled to open September 1<sup>st</sup> and is now targeted to be completed for October 1<sup>st</sup>.