



2020 - 2024 Strategic Plan



ST. JOSEPH'S CARE GROUP

Here  
for You  
When  
You  
Need Us

[WWW.SJCG.NET](http://WWW.SJCG.NET)

“Spiritual Gathering” is an original artwork by local artist Benjamin Morrisseau, commissioned by St. Joseph’s Care Group in January 2019. “Spiritual Gathering” was unveiled June 17, 2019, during the rededication of St. Joseph’s Hospital’s sacred space called Nagishkodaadwin – the spiritual gathering lodge.

Central to the painting is Animikii, the Thunderbird – an important figure in the Anishinaabeg culture. Thunderbirds are supernatural and powerful Manitou (spirits), and are looked upon as protectors and healers to help restore balance here on Mother Earth. There are many stories and understandings of the Animikig (Thunderbirds) amongst the Anishinaabeg. The painting depicts people coming together for healing with help from the animals such as the bear and moose, the water beings of fish and turtle, and spirit beings from the supernatural realm, all under the watch and protection of the Thunderbird.





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# Mission

St. Joseph's Care Group is a Catholic organization that identifies and responds to the unmet needs of the people of Northwestern Ontario, as a way of continuing the healing mission of Jesus in the tradition of The Sisters of St. Joseph of Sault Ste. Marie.





## Vision

St. Joseph's Care Group is a leader in client-centred care.

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## Core Values

**Care** – St. Joseph's Care Group will provide quality care for our clients' body, mind and spirit, in a trusting environment that embraces diversity.

**Compassion** – St. Joseph's Care Group will demonstrate dignity and respect for those in need, accepting people as they are, to foster healing and wholeness.

**Commitment** – St. Joseph's Care Group is committed to our community, the people we serve, the people we employ, and our faith-based mission through a continued pursuit of excellence.



# Message from the Board Chair and the President & CEO

It is with pleasure that we share with you St. Joseph's Care Group's refreshed *2020-2024 Strategic Plan: Here for You When You Need Us*. Our Strategic Plan will see us through transformational change to Ontario's health care system by reinforcing our commitment to Our Clients, Our People, Our Partners and Our Future, as we continue our Mission of meeting the unmet needs of the people of Northwestern Ontario.

By partnering with clients and their families in the care they receive, and in our organizational planning, we will continue to provide client-centred, quality care throughout our services in Rehabilitative Care, Seniors' Health, and Addictions & Mental Health. To continue to improve client access, experience and health outcomes, we will work with our health system partners to improve transitions in care as well as find ways to increase capacity within the health care system. Ensuring that all clients, staff, physicians, volunteers and visitors feel welcome and included is integral to our Mission. We will leverage St. Joseph's Care Group's *Wiidosem Dabasendizowin: Walking with Humility* Report to focus on cultivating culturally safe care for all. By demonstrating operational and program-level efficiency and effectiveness, together with proactive planning for the structures and technology that enable change, we will continue to be 'Here for You When You Need Us.'



**Bishop Fred Colli**



**Tracy Buckler**

We would like to acknowledge the contribution of many to this refreshed Strategic Plan including, but not limited to: clients, family members, staff, physicians, health system partners, and community partners. For your time, your insights, your experiences and your desire to deliver the best possible care – thank you.

St. Joseph's Care Group has been a trusted part of our community since 1884, when The Sisters of St. Joseph of Sault Ste. Marie opened our region's first hospital. Over our more than 136-year journey, we have adapted and changed – and will continue to do so to meet the needs in our community.

Sincerely,

**Bishop Fred Colli**  
Chair, Board of  
Directors

**Tracy Buckler**  
President and Chief  
Executive Officer

“Our Strategic Plan will see us through transformational change to Ontario's health care system by reinforcing our commitment to Our Clients, Our People, Our Partners and Our Future.”

**Tracy Buckler**



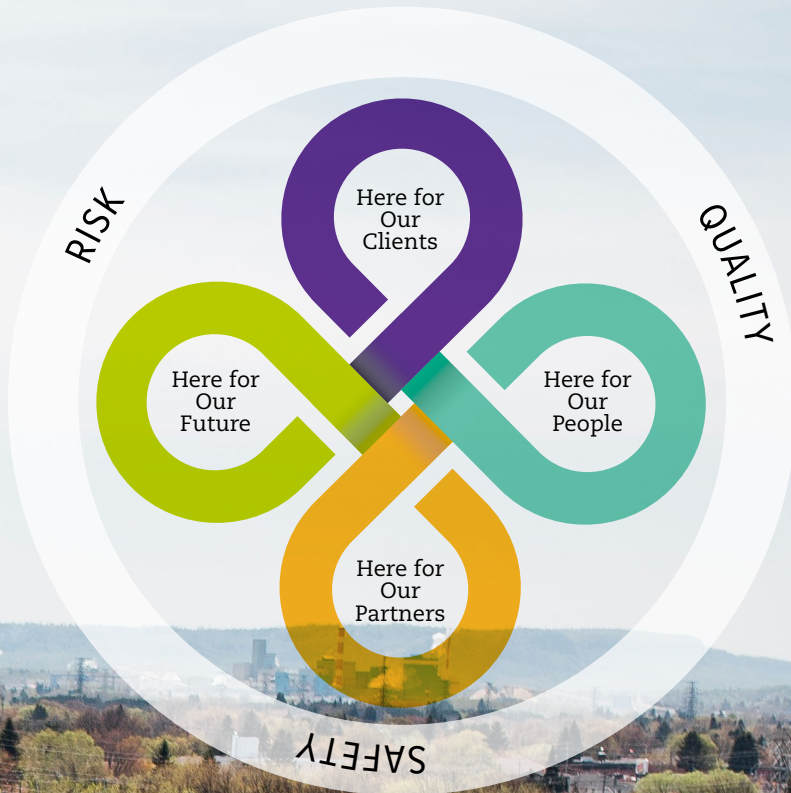
# Our Strategic Direction

St. Joseph's Care Group is proud to continue providing client-centred care in a way that is sustainable and meets the needs of the people that we serve: we are Here for You When You Need Us. Our role is to deliver high quality services in addictions and mental health, rehabilitative care, and seniors' health, and to support our local and regional partners in those areas.





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 2020-2024 will focus on four key Strategic Priorities:



“Since The Sisters of St. Joseph of Sault Ste. Marie established our region’s first hospital in 1884, St. Joseph’s Care Group has always adapted to continue to be here for you when you need us.”

Bishop Fred Colli

# Here For Our Clients

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To address unmet needs through the provision of quality services, we will:

## Ensure clients receive safe and culturally sensitive care.

- Reduce client safety incidents that result in harm
- Develop and implement multiyear divisional work plans to achieve the recommendations of SJCG's *Walking With Humility* Report

## Engage clients and their families in their care and in organizational planning.

- Consistently involve clients and their families in their care planning
- Increase the number of Client and Family Partners involved in initiatives

## Improve transitions in care.

- Assess organizational processes against Ontario Health Quality *Transitions in Care* Quality Standards
- Implement applicable Ontario Health Quality *Transitions in Care* best practices





Jeannie  
Rehabilitation Assistant



# Here For Our People

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To support staff, physicians and volunteers to live our values, we will:

## **Enhance quality of work life.**

- Actively involve staff and physicians in implementation of quality improvements and best practices
- Grow leadership capacity throughout the organization
- Encourage the development of staff, physicians and volunteers through ongoing feedback and recognition

## **Keep staff, physicians and volunteers safe and well at work.**

- Provide education and training to reduce incidence of workplace violence
- Engage staff and physicians in strategies to improve workplace safety and wellness

## **Promote a culture of diversity and inclusion.**

- Support staff, physicians and volunteers to work in the spirit of reconciliation and uphold the rights of Indigenous peoples
- Provide staff, physicians and volunteers with opportunities to celebrate inclusion for all



# Here For Our Partners

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To transform the healthcare system, we will:

**Be a collaborative partner leading change in our healthcare environment.**

- Actively participate in processes and structures to support health system transformation
- Develop strategies to enhance system flow and build capacity in Northwestern Ontario
- Refresh Clinical Services Plan to respond to the emerging population health needs in Northwestern Ontario









# Here For Our Future

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To ensure continued organizational sustainability, we will:

**Achieve and sustain compliance in our long-term care homes.**

- Implement long-term care Quality Improvement and Compliance Plan
- Develop mechanisms to sustain compliance

**Maintain financial sustainability.**

- Demonstrate organizational and program-level efficiency and effectiveness
- Identify opportunities for new revenue streams
- Effectively advocate for resources

**Proactively plan for health system changes.**

- Develop advocacy plan to attract funding for Health Information System renewal
- Develop Informatics Plan
- Develop Master Plan
- Develop Health Human Resources Plan



# Terminology

## **Cultural Awareness\***

An attitude that includes awareness about differences between cultures.

## **Cultural Sensitivity\***

An attitude that recognizes the differences between cultures and that these differences are important to acknowledge in healthcare.

## **Cultural Competency\***

An approach that focuses on practitioners attaining skills, knowledge and attitudes to work in more effective and respectful ways.

## **Cultural Humility\***

An approach to healthcare based on humble acknowledgment of oneself as a learner when it comes to understanding a person's experience.

## **Cultural Safety\***

An approach that considers how social and historical contexts, as well as structures and interpersonal power imbalances, shape health and healthcare experiences.

## **Quality**

As defined in Ontario Health Quality's *Quality Matters: Achieving Excellent Care for All* using the 6 dimensions of Quality:

1. Safe
2. Effective
3. Patient-Centred
4. Efficient
5. Timely
6. Equitable

*\*As defined in  
SJCG's Wiidosem  
Dabasendizowin:  
Walking with Humility*



## *Care Compassion Commitment*

Thank you to all clients, residents, tenants, staff and volunteers who are featured in photographs throughout our Strategic Plan.

St. Joseph's Care Group provides services in Addictions & Mental Health, Rehabilitative Care, and Seniors' Health, with Care, Compassion and Commitment to the residents of Northwestern Ontario from multiple sites located in the City of Thunder Bay.

We are pleased to make our documents available in alternate accessible formats. Please contact us at:

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