

# Leadership Team Report

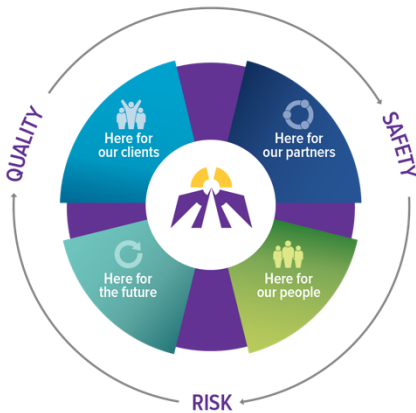
September 2017



## MISSION MOMENT

*"I've been a client for 20 years and understand the kind of employee you look for in your people. You have a lot of great staff. Two who stand out to me are Kim Martinsen (PSW at St. Joseph's Hospital) and Patrick Lacroix (RN at LPH). WOW! They are both incredible. They epitomize a great employee and are a highly valuable asset to the organization. Care, Compassion, and Commitment are internalized and reflected every day by these two."*

Client, St. Joseph's Hospital & Lakehead Psychiatric Hospital Programs



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

### St. Joseph's Hospital Partners with Dilico

SJH has partnered with Dilico to ensure clients who are from the Robinson Superior Treaty and parts of Treaty 9 have the services of a Discharge Planner from Dilico to ensure a smooth transition home. Often clients begin their health care experience at TBRHSC and are transferred to SJH. TBRHSC partnered with Dilico to provide discharge planning services last year and SJH approached Dilico to provide the same service to clients who transfer to the SJH. A strong partnership already exists between Dilico diabetes services and SJCG's Diabetes Health program.

### Outpatient Palliative Care Clinic

SJH is excited to announce the start of an Outpatient Palliative Care Clinic located in ambulatory care at St. Joseph's Hospital. Dr. Kevin Miller and Dr. Kevin Bezanson will provide care to clients who have symptoms related to non-cancer illnesses that are proving difficult to resolve. The purpose of the clinic is to improve quality of life by providing: a holistic approach to symptom management, assistance with planning goals of care, and support to clients and their families facing end stage and terminal illness.

Care  
Compassion  
Commitment

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## **Client and Family Partner Retreat**

29 Client and Family Partners (CFPs) attended a half day retreat at St. Joseph's Heritage to learn how SJCG is improving the client experience, share insights about the Client and Family Partner Program, and celebrate accomplishments that CFPs make across the organization. Tracy Buckler, President & CEO, along with Leadership Team delegates presented on how Client and Family Partners have contributed to recent strategic planning achievements.

## **Day Program - Hogarth Riverview Manor**

A pilot day program was started in May at HRM to provide outdoor recreational activities for residents requiring one-on-one supervision. Over the 4-month pilot period, resident's behaviours improved significantly. For example residents who were waking up at night with responsive behaviours were sleeping soundly through the night. The program was a success from the perspective of the residents and their families, the staff, and was positively commented on by the Ministry during their visit in August.

## **Postpartum Depression Group Demonstrates Success**

Women living with postpartum depression are at high risk for self-harm and for harm to their babies. Mental Health Outpatient Program staff partnered with the Thunder Bay District Health Unit and Lakehead University to evaluate a group for women who have postpartum depression. The results of the evaluation showed improvement in depression, loneliness and other measures. The results can be viewed at

<https://www.youtube.com/watch?v=BxfHzKNjD0M>

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# Partners

## **Residential Hospice Bed Implementation Working Group**

The Regional Palliative Care Program (RPCP) is a member of the Residential Hospice Bed implementation working group led by the LHIN. The 6 communities receiving funding for the hospice beds are Nipigon, Manitouwadge, Geraldton, Dryden, Kenora and Fort Frances. These beds will be co-located in the local hospitals and will receive \$105,000 annually to operate. Three of the beds are ready to receive patients.

## **Palliative Care Needs Assessment**

Dilico was successful in their application to perform a needs assessment in the region for palliative care needs in the homeless and vulnerably housed. The RPCP will be a member of the Partnership Advisory and provide assistance with the development of the needs assessment tools.

## **Behavioural Supports Ontario (BSO)**

Following a \$10M dollar investment by the Ministry of Health and Long Term Care to increase funding for the province-wide BSO program, St. Joseph's Care Group is currently working with the NW LHIN to prepare a proposal for program expansion in the Northwest to further support unmet needs in Long Term Care.

*Care  
Compassion  
Commitment*

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## **Wellness at Work Speaker Series**

Nancy Black was invited to participate in the Wellness at Work speaker series sponsored by the Thunder Bay District Health Unit. Nancy presented on 'Building Personal Resiliency' in Terrace Bay in June and is scheduled to present again in September.

## **ECHO Hub**

The Chronic Pain Program was successful in its application for funding to establish a Chronic Pain ECHO Hub in partnership with The Ottawa Hospital. ECHO (Extension of Community Healthcare Outcomes) is a web-based education and capacity building program that was initiated in New Mexico to support physicians and other healthcare providers in the management of chronic illnesses. The Ontario government is establishing a network of ECHO hubs to reduce referrals to specialists and help frontline providers manage their clients' problems in their own communities. Further information about this program can be found at <https://www.echoontario.ca>. The Chronic Pain Program team, along with staff at The Ottawa Hospital, will form the second ECHO hub for chronic pain services in the province.

## **The AccessPoint Northwest**

SJCG, Alpha Court, The Canadian Mental Health Association and TBRHSC together have launched a centralized electronic referral form for mental health case management, outpatient services, supportive housing and the Chronic Pain Program. Referents and clients can complete one referral form for one or more of the services operated by these four organizations. During June, July and August, major referents including family doctors, Nurse Practitioners and mental health agencies were given information about how to access the website. A public launch is planned for September. The establishment of this central point of access for mental health care and support will improve access to services and reduce system navigation challenges.

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# People

## **Regional Rehabilitative Care Lead**

SJCG has been confirmed as the Regional Rehabilitative Care lead by the Northwest LHIN. Denise Taylor is the Coordinator of the Regional Rehabilitative Care Program and will be working on access and standardization of rehabilitative care across the Northwest in this role.

## **Organizational Changes – Hogarth Riverview Manor and Bethammi Nursing Home**

The Manager/Director of Care at Bethammi Nursing Home, Kristen Wojtalik, transferred to Hogarth Riverview Manor (HRM) on August 14, 2017 and is currently responsible for the Resident Home Areas of the Groves (Birch and Spruce).

The Manger of Floors 2/3, Cathleen Larsen, resigned for personal reasons, and has been replaced by Sandy Young, previous manager of the Groves.

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## **New Psychology Residents**

The Northern Ontario Psychology Internship Consortium (NORPIC) is a partnership between SJCG, TBRHSC and SLFNHA (Sioux Lookout First Nations Health Authority) that offers clinical training positions to psychology doctoral students in their final academic year. NORPIC is pleased to welcome SLFNHA to the partnership. Three new students have just joined the program.

## **Teaching Indigenous Children About Stroke**

Brenda Mason, Anishnawbec elder within the Mental Health Outpatient Program, was part of a group evaluating a teaching tool to help children ages 11-13 years recognize the signs and symptoms of stroke. The results have been published in the *Centres for Disease Control Journal, Preventing Chronic Disease*. The article is titled; *Teach Our Children: Stroke Education for Indigenous Children, First Nations, Ontario, Canada, 2009–2012*

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# Future

## **Visit to the Winnipeg Regional Health Authority**

The Regional Palliative Care Program staff along with the clinical leads and Kathleen Lynch, VP of Rehab and Chronic Disease Management, visited the Winnipeg Regional Health Authority in June to learn about their palliative care program. It was an enlightening visit. Many aspects of their program could be applied to how we organize palliative care services in the City of Thunder Bay and in the region.

## **Hogarth Riverview Manor Achieves LEED Silver Certification**

Hogarth Riverview Manor, in its completed/renovated state, with numerous technologies and design features added to the building, has achieved LEED Silver Certification. LEED (Leadership in Energy and Environmental Design) is a certification recognized by the Canada Green Building Council which certifies buildings and/or homes meeting a sustainable and green standard of environmental quality, sustainability and which use environmentally-friendly materials.

## **Capital Updates**

### Hogarth Riverview Manor (HRM) Expansion and Addition

Construction is completed at HRM including the The Link. There are a few outstanding issues that are being managed; the most significant item is the remediation of the balconies on levels 2-7 due to a construction deficiency. Bondfield has commenced work to correct the deficiency and will be submitting a detailed plan for the entire work that is required.

The main entrance canopy is partially finished, however there is work required to complete this area pending delivery of additional material.

The Janzen's Pharmacy space in The Link opened on May 29, 2017. Robin's Donuts and the hairdresser opened in June 2017. It is anticipated the Auxiliary Gift Shop will be operational in October 2017.

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## East Wing Project

The East Wing Project at the St. Joseph's Hospital site commenced in June 2015. The general contractor has issued progress certificates for work to date showing a 79% project completion to the end of July 2017.

Final finishes are underway in the client areas with millwork being installed, as well as bathroom fixtures, electrical finishes and life safety devices. Flooring, painting and ceiling grid is complete with the exception of a small number of areas. The main outstanding issue on client units is the supply and installation of doors and hardware due to a supply delay. The clinical office and outpatient service areas have progressed well, however there are a few rooms changing function that require some rework.

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. An interim move of the Central Equipment, Material Distribution and Purchasing Departments was completed to allow for the turnover of space to the general contractor for the pharmacy expansion and the space has been remediated and demolition has been completed. A number of unknown site conditions were encountered and these are being addressed with the architect and general contractor.

Schedule progress is being closely monitored against the milestones to determine actions required to maintain the overall completion date. The most critical area seems to be the freight elevator and loading dock redevelopment due to the coordination issues with existing systems. Costs are currently within budget; however, there is concern over the level of change orders to date.

## Comprehensive Community Treatment Team/Team Werks and Peer Council Relocation

With the planned move from the LPH site, a location for the CCST, Team Werks and Peer Council has been acquired at the McKellar Mall (next to Victoriaville). This is a great location due to the adjacency to our St. Joseph's Health Centre. The design of our tenant space has been completed and issued for tender. The tender will close on September 21, 2017. Tender requirements included a site visit by interested contractors; 4 General Contractors attended this mandatory visit.

## High Support Housing Expansion

SJCG continues to work with the LHIN and the MOHLTC to meet the requirements to obtain approval for the purchase of property and the operation of an expanded number of high support spaces. SJCG is required to obtain Ministry approval as outlined in the Public Hospitals Act and has developed a business case for submission to the LHIN and MOHLTC. Board approval of the business case is required prior to the submission.

A legal agreement has been drafted with the vendor and is being reviewed and finalized by both parties.