

# Leadership Team Report

January 2018



## MISSION MOMENT

"Since joining us, a new resident had been quiet and withdrawn. During a birthday celebration where there was live music, I noticed the resident standing to the side nodding his head to the beat. I asked him if he danced, and he said yes! I asked if he would like to dance and his face lit up. We danced for two songs. The joy on his face brought tears to my eyes."

- Staff



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

### Remembrance Day

Remembrance Day Services were held at Manor House, Sister Leila Greco Apartments, PR Cook Apartments, Bethammi Nursing Home, and Hogarth Riverview Manor with the involvement of the Colour Party and a special focus on our clients who are veterans.

### Surge Beds Opened

On Tuesday November 28, 2017, 4 surge beds were opened on the 4th floor at St. Joseph's Hospital to assist our community partners and help with the increased ALC numbers at TBRHSC. The dining area on 4 South was transformed into a 3-bed ward space with beautiful views of Lake Superior. The community hospice room on 4 North was transformed into a 2 bed semi-private room and the community space was moved to room 432.

### Wound Care in Long-Term Care

Kaitlyn Pile and Cheryl Ertl, Enterostomal Therapy Nurses with the wound program, will provide on-site wound care consultation to HRM and Bethammi during Dr. Migay's maternity leave.

Care  
Compassion  
Commitment

## **Elective Primary Joint Replacement Bundled Care Pilot Project**

St. Joseph's Care Group is participating in discussions and a submission for a Bundled Care Pilot project from the North West LHIN for clients receiving elective primary joint replacements. St. Joseph's Care Group participates in the post acute bedded-level and community-level ambulatory rehabilitative care for these clients. Participants include Thunder Bay Regional Health Sciences Centre, Lake of the Woods District Hospital, LaVerendrye Hospital, Dryden Regional Health Centre, the North West LHIN and the Regional Orthopaedics Program.

## **Occupational Therapist Outreach Visits to Fort Hope**

Noel Heath, Advanced Clinician Practitioner in Arthritis Care (ACPAC) has been making outreach visits to Fort Hope since 2014 to triage clients with suspected arthritis and refer to appropriate care. Noel averages about 3 community visits per year. Despite challenges with weather and some client booking issues, Noel has been able to provide service to several indigenous clients that otherwise would not get access to these services and she has developed respectful relationships with the people and providers in this community. We look forward to expanding our visits in the future to other remote communities in need.

## **Photo Voice Project**

The clients in the Sister Margaret Smith Centre's Women's Aftercare Group and the Women's 55+ Support Group participated in a 'Gratitude in Recovery' Photo-Voice Project. They were given the opportunity to record, through pictures, things that bring them a sense of gratitude in their recovery. Forty-four pictures were submitted with photographs of various themes, including nature, family members and pets. Pictures were assembled and displayed in the main hall of the SMSC during the month of December.

## **Smoke Free Legislation**

On December 4, 2017, Lakehead Psychiatric Hospital and St. Joseph's Hospital implemented a new smoke-free policy which aligns with the new Smoke-Free Ontario legislation that prohibits smoking within hospital facilities and on the grounds. A working group, comprised of clinical and corporate staff from across the Care Group, developed processes to support clients, families, visitors and staff through the change process. The Thunder Bay District Health Unit designated SJCG as the "Smoke-Free Champion of December".

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# Partners

## **Rehabilitative Care Best Practices in the North West LHIN**

The Regional Rehabilitative Care Program partnered with Northwestern Ontario Regional Stroke Network and Northern Ontario School of Medicine Health Sciences Inter-professional Education to host a one-day conference. The conference audience included 98 participants and provided a venue to share best practices in the streams of: Medically Complex, Geriatric Assessment and Rehabilitative Care, Orthopaedics, Neurological, and Clinical Education. The keynote speaker was Charissa Levy, Executive Director of the Rehabilitative Care Alliance.

## **North West Regional Palliative Care Program Award**

St. Joseph's Care Group's, North West Regional Palliative Care Program (RPCP) received the North West LHIN Leadership Award for its *Exceptional Approach to Stakeholder Engagement*. Since 2015, the RPCP has been creating an integrated system of palliative care. The RPCP prioritized engagement with First Nations communities and the organizations that support them in delivering care to their members. RPCP identified local champions to lead community palliative care programs in all five LHIN Sub-regions, signed formal partnership agreements with community palliative care teams in 9 Local Health Hubs across the region, and established a community of practice for local palliative care champions.

## **Hogarth Riverview Manor**

Extendicare Assist (EA) began at HRM on November 13, 2017 and has completed the following:

1. An operational review submitted to the MOHLTC;
2. New Administrator at HRM (Judy Plummer from Extendicare Assist);
3. Compliance Action Plan submitted to the MOHLTC; and,
4. Extension on Compliance Plan to Feb. 28, 2017 granted by MOHLTC.

## **Regional Rehabilitative Care Program – Site Visits**

The Regional Rehabilitative Care Program conducted site visits in Fort Frances and Eabametoong (Fort Hope) in October and November 2017. The Fort Frances visit explored rehabilitative care service delivery with recent PT and OT shortages and opportunities for integration with in home services; processes related to Convalescent Care Bed utilization with partners at Rainycrest and North West LHIN Home and Community Care; and self assessment of primary joint replacement and hip fracture best practice adherence with partners along the continuum. The Eabametoong visit explored current and possible models of rehabilitation with discussion of possibilities in other remote communities and expansion of the VON exercise program into Eabametoong.

## **Diabetes Health**

Diabetes Health has recently started working with Dr. Bruni to screen all pediatric clients for diabetes in the Healthy Living Program at the Bariatric Centre. This client population is more vulnerable to diabetes and through teaching and support it will ensure they have all the tools they need to live a healthy lifestyle.

## **ECHO (Extension for Community Healthcare Outcomes) Chronic Pain Hub Development**

ECHO staff, staff from the chronic pain program, Dr. Bryan McLeod (Medical Leader), physicians and staff from our partners at The Ottawa Hospital attended two days of training in Toronto to support the development of our chronic pain ECHO hub. A number of new ECHO hubs have been funded in Ontario and this forum provided an opportunity for SJCG staff to network with people from other hospitals that are developing ECHO hubs in a wide variety of chronic diseases.

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## People

### **Workplace Violence Risk Assessment**

A workplace violence risk assessment was completed at both Long-Term Care Homes in November and December. This was an opportunity for front-line staff to identify areas of risk of workplace violence. The Directors of Care and Administrators will review the assessment results and develop a plan with the team in the next few months.

### **HRM - New Clinical Manager**

Welcome to Rebecca McEwen as the new Clinical Manager for the 2<sup>nd</sup> and 3<sup>rd</sup> floors of HRM. Rebecca was previously the Nurse Manager at Nipigon District Memorial Hospital and served on the Regional Palliative Care Program lead by SJCG. She is a Registered Nurse who recently completed her Masters of Nursing at Dalhousie University, and is a certified Long Term Care Home Administrator.

### **Mental Wellness at Work**

During the summer of 2017, the Superior Mental Wellness at Work project asked the community to portray mental health at work through creative photography and captions. The resulting photographs have been displayed in a variety of settings around Thunder Bay. Members of the SJCG Corporate Wellness Committee arranged for the exhibit to be brought to the SMSC for a week to be displayed in the main hallway. The photo exhibition created high interest and was well received.

### **Award Winning Article**

An article published in the *American Journal of Occupational Therapy (AJOT)* by St. Joseph Care Group employees has won a prestigious award. Entitled "Using Serial Trichotomization with Common Cognitive Tests to Screen for Fitness to Drive", the article was written by Carrie Gibbons, Nathan Smith, Randy Middleton, John Clack, Sacha Dubois, and Michel Bedard along with their colleague Bruce Weaver from Lakehead University. It represents collaboration between clinicians and researchers keen to make a difference in the assessment of individuals who wish to return to driving after a medical event. The article appeared in the January 2017 edition of *AJOT* and has received the **Cordelia Myers AJOT Best Article Award**. This Award is presented every year to recognize a high-impact, quality research article that demonstrates outstanding professional writing and reflects the journal's current publication mission. The award will be presented at the 2018 American Occupational Therapy Association Annual Conference & Expo to be held in Salt Lake City, Utah. If you would like a copy of the article, please contact Carrie Gibbons ([gibbonsc@tbh.net](mailto:gibbonsc@tbh.net)).

### **Healthcare Student Reception 2017**

St. Joseph's Care Group hosted the 2017 Healthcare Student Reception on November 29th. This year 44 students attended from various post-secondary health programs. The students commented that they felt very welcomed, appreciated the chance to speak with staff, and are now considering employment with St. Joseph's Care Group. Thank you to all staff who participated in this event.

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## Future

### **Resident Assessment Instrument Training**

The RAI Coordinators from Bethammi Nursing Home and Hogarth Riverview Manor received three days of training in November. Med-e-Care provided MDS Credentialing and RUGS III training to improve knowledge in reporting and capturing appropriate information related to funding and care planning. This training was also offered to the region with 7 participants from various hospitals attending. The learning has translated to improvement in the CMI and in use of the RAI MDS Assessment tool.

### **Centralized Staffing Project**

The project plan is underway for the development of the centralized staffing office at St. Joseph's Hospital. Kathleen Lynch is the Sponsor, Dawn MacDonald will be the Project Lead and Robert Paterson is the Project Manager. The target opening for the office is April 1, 2018.

### **Capital Updates**

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

Construction is completed at HRM including the Link. There are a few outstanding issues being managed; the most significant item is the remediation of the balconies on levels 2-7 due to a construction deficiency. The Contractor has commenced work to correct and it has been delayed due to cold weather. The work is 25% complete and it is anticipated that the work will be completed by the end of January 2018.

#### 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 date showing a 91% project completion to the end of November 2017.

December has seen a good deal of progress in finishing new construction areas with the second floor being substantially completed, cleaned and undergoing deficiency review. Final finishes are underway in the client areas of the first floor 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. Terrazzo flooring installation is nearing completion with a small area requiring completion in the main corridor. 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. The Pharmacy expansion is underway however is behind schedule due to a required asbestos remediation within the ceiling that is complete however additional work is required prior to trades fully accessing the space and this will be completed the second week of January.

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External work to the building has progressed well however the exterior stone panel installation was slowed with the recent severe cold weather. The signage contract has been awarded and the work is on schedule to be completed prior to occupancy.

A significant design expansion required an addition of a diesel fuel tank to accommodate the fuel requirements of the new generator and meet the Technical Safety Standards Association (TSSA) guidelines. This design was approved in September and requires additional work by the Contractor's subcontractors to implement the change.

Schedule progress is being monitored on a weekly basis against the milestones to determine actions required to maintain the overall completion date. The most critical areas impacting the completion deadline are the freight elevator and loading dock redevelopment due to the coordination issues with existing systems and the diesel fuel tank. The new expansion space is progressing well to completion and we are anticipating a February substantial completion date. Costs are currently within budget; however, there is concern over the level of change orders.

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

With the planned move from the Lakehead Psychiatric site, a location for the CCST, Team Werks and Peer Council has been acquired at the McKellar Mall (next to Victoriaville). This is an ideal location due to the adjacency to St. Joseph's Health Centre. The design of our space was completed and construction has commenced October 2, 2017. Demolition work has been completed and the fit up of the space is in progress. It is anticipated this project will be complete by mid February 2018.

## High Support Housing Expansion

This project involves the purchase of a building (Amethyst House) and the retrofit to accommodate 12 high support housing spaces for mental health clients. This proposal requires both Local Health Integration Network (LHIN) and Ministry of Health and Long Term Care (MOHLTC) approval.

St. Joseph's Care Group's 4(2) business case was approved by the LHIN and has been submitted to the MOHLTC for approval. A legal agreement has been prepared and has been executed by St. Joseph's Care Group and Thunder Bay Regional Health Sciences Centre for the purchase of the building conditional upon receiving regulatory approvals.