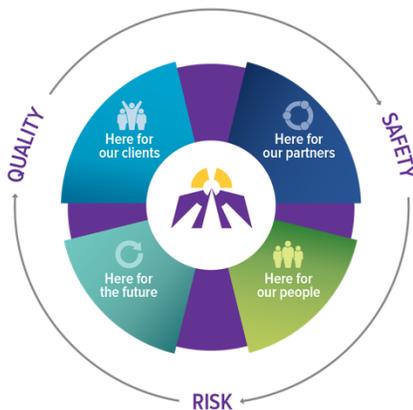


MISSION MOMENT

"The staff on 4 North at St. Joseph's Hospital provides exceptional care. Their willingness to go beyond their normal responsibilities for this client to feel welcome and comfortable in an otherwise lonely environment have given them purpose and the ability to accept this cross in life."

- Caregiver on behalf of 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

Addition of Surge Beds at St. Joseph's Hospital

SJ Hospital has added a total of 14 surge beds with a few beds located on each floor to assist with the overcapacity issues at TBRHSC. We anticipate these beds will help improve the flow of clients waiting for SJ Hospital services.

Manor House Adult Day Program

The Manor House Adult Day Program received accolades from a care partner who expressed that her mother 'loves coming to the program and she lights up when she knows she's going on her particular day'. The care partner expressed that 'it feels so good to drop her off at the Manor House, where she (client) feels happy and comfortable'.

Winter Leisure Activity in High Support Housing

Clients living in High Support housing decided to participate in snow shoeing as a leisure life skill activity to promote outdoor exercise and fresh air during the winter months. For many clients it was an exciting adventure, as it was their first time snow shoeing. Overall, the activity was a great success and the clients look forward to participating again.

Leadership Team Report

February 2018



Blue Christmas

A "Blue Christmas" event was held at both PR Cook and Sister Leila Greco apartments. This is an annual memorial service for those who have passed away over the year and offers support to those who continue to grieve during the holiday season.

Car Wash Clients Transition to Community Employer

As part of the LPH Closure Plan, the TeamWerks Car Wash will close. Clients have been preparing for this transition for months by working regularly at Central Car Wash. With the support of Youth Employment Services (YES), ten clients are now employees of Central Car Wash.

Outpatient OT Services via OTN

The Outpatient Seating Clinic provided service for the first time via videoconference to a regional partner, La Verendrye Hospital in Fort Frances. This community has been without an Occupational Therapist and has not been able to assess and process wheelchair assessments for their clients through the Assistive Devices Program. Our seating clinic therapists Chelsea Swoluk, OT, and Erin Puhalski, PT, worked closely with Motion Specialties and the Fort Frances' physiotherapist and rehab assessment to organize an OTN session so that this client would not have to leave their community.

STARR Tool

Volunteers have received training and iPads are ready to implement the STARR tool. The STARR tool will be used to collect information from clients/families regarding Therapeutic Relationship with nursing staff. This tool will evaluate 3 factors: Positive Collaboration, Emotional Difficulty and Positive Clinician. We are aiming to collect 50 surveys per floor. The Centre for Applied Health Research (CAHR) will analyze the data. The results of this survey will then be used to inform quality improvement initiatives for 2018-19.

Art Night in High Support Housing

An evening focused on promoting artistic talent in High Support Housing was held at Ward Manor. Clients gathered together to paint, join in conversation and enjoy appetizers. Art work produced at the event has proudly been displayed in each client's respective home.

Social at LPH

On January 24, 2018, inpatient and community mental health rehabilitation and recovery programs hosted their last joint social event at LPH for clients, family, staff and volunteers. Those in attendance enjoyed refreshments and entertainment.

Fitness Memberships for Clients

Leisure Life Skills Instructors with the Mental Health Rehabilitation program partnered with various fitness centers in the community to acquire affordable memberships for clients interested in improving their overall wellbeing. Clients now have gym memberships providing them with the opportunity to exercise regularly.

Rapid Access to Addiction Medicine (RAAM) Clinics

In response to the emerging opioid crisis and in line with the Provincial Opiate Strategy, SJCG received \$741,745 in annualized funding to establish Rapid Access to Addiction Medicine Clinics in Thunder Bay. The RAAM project represents a collaborative effort between SJCG and seven other partner agencies including NorWest Community Health Centres, Dilico Anishinabek Family Care, PACE, Thunder Bay Counselling Centre, Alpha Court Community Mental Health and Addiction Services, and Thunder Bay Regional Health Sciences Centre and the Thunder Bay Drug Strategy. Clinics will be established in Thunder Bay at the NorWest Community Health Centre and Balmoral Centre. The RAAM clinics will provide timely access to specialized supports for clients who are living with addictions to opiates and other substances. This service will respond to the concurrent and complex health care needs of individuals who require medical services in conjunction with mental health and addiction supports to stabilize their condition and to facilitate access to other necessary health and mental health services. It is anticipated the clinics will serve 650 clients annually.

HERE FOR OUR

Partners

Improving and Driving Excellence Across Sectors (IDEAS) Program

The Ontario Palliative Care Network (OPCN) has partnered with Health Quality Ontario (HQO) to offer quality improvement training to each Regional Palliative Care Network through the IDEAS program. The North West Regional Palliative Care Program submitted a proposal for a standardized palliative care intake & referral process in Thunder Bay. A team of 5 health care partners will participate in the training.

Regional Geriatric Education Collaborative

Out of the need to create and deliver quality education around geriatric health in Northwestern Ontario, a Regional Geriatric Education Collaborative has been established. With community representation, Ruth Wilford, CERAH, Lisa Petersen, SJCG, Susan Veltri, TBRHSC and Dionne Sinclair, NWLHIN make up the current membership. The goals and priorities of the collaborative are to identify education needs in the Northwest, organize the delivery of a regional education day and monthly education series.

Diabetes Health Client Screening from the Healthy Living Pediatric Bariatric Centre for Diabetes

Diabetes Health has started screening clients from the Healthy Living Pediatric Bariatric Centre for diabetes. Our initial screening involved several group sessions with up five children which has resulted in several children being admitted to our program so that we can monitor their Diabetes more closely.

Presentation to the Wound Team

The wound team hosted Dr. Macdonald, local Vascular Surgeon, for a presentation on vascular compromise (symptoms, diagnostics and treatments). This session was clinically informative for our wound team and was also an opportunity to begin a collaborative relationship with our local specialists to better service our complex wound clients.

Leadership Team Report

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Support for Clients who Require IV Antibiotic Therapy

Collaborating with Alpha Court, NWLHIN HCC and the NorWest CHC, a process has been established to identify clients who require long term antibiotic therapy and provide support in the community. Clients will be supported and provided with Mental Health and addiction counseling, daily IV antibiotic therapy and monitoring, plus assessment and monitoring from a Nurse Practitioner.

ECHO Hub Development (Extension for Community Healthcare Outcomes)

The Extension for Community Healthcare Outcomes (ECHO) chronic pain hub has established the membership of the hub which will include selected members of the interprofessional chronic pain team and Dr. B. MacLeod at SJCG, as well as Dr. C. Smyth, Dr. L. Bromley and Dr. P. Poulin from The Ottawa Hospital. A curriculum advisory committee has been established that includes Dr. E. Goodman from NorWest CHCs to develop the curriculum and ensure that the content meets Continuing Medical Education requirements. The ECHO program staff are engaging with agencies throughout Northwestern Ontario and primary care providers to recruit spokes for the first ECHO chronic pain cycle, which is scheduled to begin in April 2018.

Sudbury Chronic Pain Program

Sudbury Health Sciences North has recently been funded to develop an interprofessional chronic pain program. Administrative staff visited our program to gather information about program content, processes and documentation. Thanks to IT/IS staff who also provided information to the IT/IS staff in Sudbury about documentation builds in Meditech.

Atikokan Community Fitness Program and Chronic Pain Program Partnership

The Atikokan Hospital is developing a community fitness program for clients who have completed the chronic pain management program at SJCG. A kinesiologist from the Atikokan hospital shadowed the kinesiologists in our program for a week to learn how to implement follow-up services. A similar service offered at the Canada Games Complex, has demonstrated physical benefits as well as social benefits by reducing isolation.

Home for Good Initiative

In partnership with the Thunder Bay District Social Service Administration Board (TBDSSAB) and Dilico Anishinabek Family Care, SJCG has received funding to provide supports to individuals who are living with complex health and social issues including mental health, substance use and chronic homelessness. "Home for Good" represents a new partnership between health care and municipal housing to develop a person-centred approach in the establishment of a collaborative model of care.

HERE FOR OUR

People

Hogarth Riverview Manor (HRM) Administrator

Judy Plummer assumed the position of Director/Administrator at HRM on December 14, 2017. Judy comes with 25 years of LTC experience, is currently a Regional Director with Extendicare Assist, and has a significant amount of experience as a certified Administrator in LTC.

Hogarth Riverview Manor Training

Extensive training was held at HRM related to the compliance action plan to meet December 31, 2018 due dates. Topics included: Falls Prevention, Restraints, Zero Tolerance, Safe Lifting, Care Planning and Weights.

Tours of East Wing

On January 25, 2018, various internal and external stakeholders, including staff from the Mental Health Rehabilitation Program at LPH and members of our Community Engagement Council toured the East Wing. Positive feedback and excitement about the new wing was expressed by all participants. Community members said "It's so warm and welcoming" and "It will have a positive impact on people's health and well being". More tours are planned in the near future for clients, families, staff, physicians, and other stakeholders.

Presentation on Implementation Science

Alison Warwick, Project Co-coordinator for ECHO, gave a presentation to Compass Northwest on Implementation Science. Compass Northwest is a student-led health outreach group through the Northern Ontario School of Medicine (NOSM). It is an interprofessional group of students and NOSM faculty that take part in supervised community clinics, community health promotion and research.

HERE FOR OUR

Future

Ontario Palliative Care Network Action Plan

The [Ontario Palliative Care Network \(OPCN\) Action Plan 1: 2017 – 2020](#) outlines how OPCN, a partnership of community stakeholders, health service providers and health system planners from across Ontario, will work together to improve availability of, and ease of access to, equitable, high-quality, sustainable palliative care services for patients and their loved ones regardless of where they live or receive their services, their age or their illness. The Action Plan can be found on the OPCN website www.ontariopalliativecarenetwork.ca and the RPCP website www.rpcp.sjcg.net.

Leadership Team Report

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Hogarth Riverview Manor Operational Changes

A number of operating changes at HRM were initiated to establish new processes or improve existing processes related to the compliance action plan including:

- (1) Communication process with staff,
- (2) Designated seating and table rotations for enhance dining experience,
- (3) Infection control and outbreak management improvements,
- (4) Adoption of Extencicare falls prevention policy,
- (5) Confirmation of all RPNs moving to 12-hour shifts,
- (6) Security role in checking and maintaining locked doors.

Preparing for Medication System Transformation in 2018

St. Joseph's Care Group is embarking on transformation of the medication system at St. Joseph's Hospital. Automated Dispensing Cabinets (ADCs) will be introduced on all inpatient units, including the new East Wing, in 2018. ADCs are computerized drug storage devices or cabinets, which allow medications to be stored and dispensed near the point of care, while controlling and tracking drug distribution. Omnicell is the selected manufacturer and vendor of the ADCs. A comprehensive education plan has been developed to inform and prepare users for the future medication system.

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 in the Spring.

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 January 2018 showing a 94% project completion.

Substantial completion is expected by early March and a detailed work plan has been agreed to with the Contractor to achieve occupancy. The main areas requiring completion prior to occupancy include the main corridor, cafeteria transition area, material distribution and select office areas on Level 0. The connection between the existing hospital and the new expansion on Level 0 is planned to be operational upon achieving occupancy. Pharmacy, the loading dock, purchasing and freight elevator will not be completed until after occupancy. Final finishes have been completed in the client areas and cleaning of the areas is underway. Terrazzo flooring installation is complete on all levels. 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. Trades are now fully accessing the space and this will be completed by the end of March.

Leadership Team Report

February 2018



External work to the building has progressed well however the exterior stone panel installation was slowed with the recent severe cold weather. This is now expected to be completed by the end of February. Signage installation has commenced.

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. A final implementation date is still being established.

Building commissioning has commenced and activity will increase during this month. 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). The design of our space was completed and construction commenced October 2, 2017. It is anticipated this project will be complete by the end of February 2018 with a targeted move date of March 10th.

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. St. Joseph's Care Group's 4(2) business case was approved by the LHIN and MOHLTC and a closing date of February 28, 2018 has been set. The renovation project tenders were received on February 6, 2018 and are being reviewed prior to award.