

Leadership Team Report

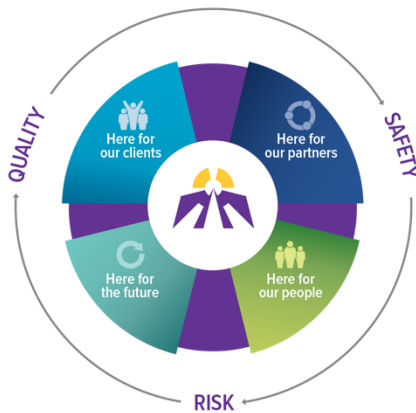
September 2018



MISSION MOMENT

"Everyone made me feel welcome and safe from day one. A special thank you to the physiotherapists, occupational therapist as well as the nurses and the team at the gym, because of them I was able to get back home. All the care I received was excellent and I never once felt as though I was just a number. I appreciated everyone's help and attribute my recovery to the team on 3S at the St. Joseph's Hospital."

- Client, St. Joseph's Hospital



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

Picnic in the Park

A number of families worked together with the Management Team and staff at Hogarth Riverview Manor to organize a "Picnic in the Park" on August 9, 2018. The residents and families enjoyed a variety of activities which included entertainment, a balloon artist, a caricature drawing artist, and a mural where residents were able to participate with their handprints. A lemonade stand, iced tea, fruit snacks, cotton candy, and snow cones were enjoyed by all.

Transition to St. Joseph's Hospital East Wing

On July 9, 2018, 38 clients from the Mental Health Rehabilitation program formerly located at the Lakehead Psychiatric Hospital were successfully transferred to the newly built East Wing located at St. Joseph's Hospital. The new inpatient space in the East Wing is comprised of two 19-bed inpatient units (1 and 2 East) with dedicated client home areas that include dining, living room, and private client bedrooms and bathrooms. The design of the inpatient space facilitates close interprofessional collaboration, enhanced psychosocial rehabilitation, client skill building and development, and community integration. Since the move, both clients and staff have settled in well and are very happy with the bright and spacious environment including beautiful and calming views of the waterfront.

Care
Compassion
Commitment

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Transition to Amethyst House

On August 28, 2018 Ward Manor High Support Home closed and all six clients from the home successfully transitioned to a newly renovated 12-bedroom home, Amethyst House located on Munro Street. To date, Ward Manor clients and staff have settled in well and are very pleased with their new environment. Starting early September, six additional clients will transition to Amethyst House from the Mental Health Rehabilitation Program at St. Joseph's Hospital East Wing.

Summer Fun and Harvest in High Support Housing

Clients in high support housing had a very busy summer partaking in various activities such as fishing, attending picnics and baseball games, swimming, hiking, and gardening. A big feast is planned in October for all high support homes using food harvested from the large client garden at Franklin Manor.

Rehabilitative Care Alliance (RCA) Letter to Clients and Families

The Regional Rehabilitative Care Program (RRCP) has implemented the RCA's provincial rehabilitation letters to clients and families. Clients and families will receive a letter indicating their next phase of care as being "rehabilitative". The letters are a written support of the conversation that Utilization Coordinators (TBRHSC) and Social Workers (SJ Hospital) have with clients and families. The letters are standardized across the province ensuring consistent language and use of the new definitions for bedded (inpatient) levels of care. There is a letter for the "Rehabilitation", "Medically Complex" and "Activation/Restoration" levels of rehabilitative care.

World Stroke Congress

Congratulations to the 3N Rehabilitation Intensity Working Group. Esme French of the NWO Stroke Network submitted an abstract on behalf of the group, which was accepted and will be presented at the World Stroke Congress in Montreal October 17-20, 2018. It will be an 8-minute oral presentation followed by a 2-minute Q&A related to "Maximizing the intensity of inpatient stroke rehabilitation in Northwestern Ontario, Canada: time is function". The abstract will also be published in the Congress publications (International Journal of Stroke).

Specialized Geriatric Services

Working closely with the North West LHIN and our regional health system partners, the Manager of Regional Specialized Geriatric Services (Alison Denton) is working to define the Specialized Geriatric Services that should be accessible at the Regional, Sub-region and/or Local Health Hub levels. Seniors' Outpatient Services is now a combined program of Geriatric Medicine and Geriatric Psychiatry. This service has a strong regional role to play in becoming the lead for regional centralized coordination/point of access.

Seniors Outpatient Services

To better serve seniors in our community, the existing Day Hospital, Geriatric Assessment and Community Outreach Program, and Seniors' Community Psychiatry Program amalgamated. Under the umbrella of Specialized Geriatric Services, Seniors Outpatient Services includes a newly designed outpatient rehab program. The Seniors Outpatient Assessment and Rehabilitative program is designed to optimize and improve physical and mental health, functioning, independence and quality of life. The program now offers morning and afternoon sessions, and is shorter in length allowing more options for seniors and creating the opportunity for more seniors to attend.

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Osteoarthritis Pilot Project Lead

The Regional Rehabilitative Care Program (RRCP) will be the lead on the Conservative Management for Osteoarthritis (OA) pilot project with Toronto Central LHIN and Champlain LHIN. The program will be for those with OA symptoms who are unable to access a total joint replacement. The program has funding from the Ministry of Health and LTC for 2 years for project management and delivery of GL:AD (Good Life with osteo Arthritis in Denmark) exercise classes throughout the North West LHIN.

Urgent Transportation Needs for Palliative Care Clients

Members from St. Joseph's Care Group, Thunder Bay Regional Health Sciences Centre, Superior North Emergency Medical Services, and the Palliative Care Physician Associates have been working together towards a solution for urgent transportation needs of patients receiving palliative care. A new process has been established and will be piloted in September. The process will enable urgent palliative care patients to be transported to St. Joseph's Hospital directly when admission to Hospice has been initiated. This change will support patients in receiving the care they need at the right time, and in the right care setting.

HERE FOR OUR

Partners

Bethammi Nursing Home Operational Review

Extendicare Assist operational review was completed and submitted to the MOHLTC on June 15th and St. Joseph's Care Group submitted their response on June 29th, which included the action plan for the 9 compliance orders. A follow up compliance inspection took place during the week of August 13th. Their exit interview indicated that 7 of the 9 orders would likely be lifted. The management team knows what is required to comply with the remaining two orders.

International Overdose Awareness Day

Sister Margaret Smith Centre staff attended the International Overdose Awareness Day on August 31, 2018 at Thunder Bay City Hall. Staff had an opportunity to show their support and raise awareness of drug-related overdose. International Overdose Awareness Day is a global event held on August 31st each year and aims to raise awareness of overdose and reduce the stigma of a drug-related death. It also acknowledges the grief felt by families and friends remembering those who have died or had a permanent injury as a result of drug overdose. International Overdose Awareness Day spreads the message that the tragedy of overdose death is preventable.

HERE FOR OUR

People

Regional Geriatric Programs of Ontario Annual Geriatric Conference

Seniors' Outpatient Services staff attended, with the support from the North West Regional Education Collaborative, the Regional Geriatric Programs of Ontario annual geriatric conference. This year the conference entitled, 'Comprehensive Geriatric Assessment: Framing Patients' Needs and Finding Team-based Solutions' showcased the philosophy around the competency framework of a Comprehensive Geriatric Assessment for frail elderly.

Bethammi Director of Care

On July 9, 2018 Sheila Clark assumed the role of Director of Care/Clinical Manager. Sheila has a combination of nursing, education and managerial experience, and has held management positions with Thunder Bay long-term care homes, and then worked as a Compliance Inspector from 2015 until June 2018 with the MOHLTC. Sheila's background will be a great asset to our Home and St. Joseph's Care Group.

HRM Management Announcements

On August 13, 2018 Melissa Lidemark assumed the role of Clinical Manager for the Behavioural Support Unit. Recruitment for an Administrator is still underway. Lina Johnson continues as the Interim Administrator until that position is filled.

Chronic Pain Management Program

We welcome Dr. Hadi Shojaei, Psychiatrist, to the Chronic Pain Management Team. Dr. Shojaei comes to our program from the Comprehensive Integrated Pain Program at the Toronto Rehabilitation Institute/University Health Network.

Manager of Mission Integration

Paul Francis, Manager of Mission Integration, joined us on September 4th. Paul has just completed his Masters of Social Work, Indigenous Field of Study with Wilfred Laurier University. He will be accountable for mission integration, ethics, the volunteer program, and spiritual care. His experience working with organizations such as Matawa Learning Centre, the Justice Ronald Lester Youth Centre, and Oshki-Pimache-O-Win, along with his education, makes him an exceptional fit for this role. Welcome Paul!

Volunteer Appreciation Dinner

The annual Volunteer Appreciation Dinner was held on Thursday, June 14th at the Valhalla Inn Ballroom with 219 people in attendance. This event recognizes the valuable contribution that our volunteers make to St. Joseph's Care Group. Tracy Buckler, President & CEO, and Maureen Brophy, Board Chair, thanked our volunteers for their dedication to our clients and to our organization, and Sister Delores Turgeon said grace. A special mention was made for volunteers who were the recipients of the following prestigious awards: Citizens of Exceptional Achievement, Ontario Volunteer Service, and the Sovereign's Medal for Volunteers.

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Chronic Pain Program – Chair Yoga

On Wednesday, July 18th, the Chair Yoga program, a partnership between the Chronic Pain Management Program and NorWest Community Health Centres, was featured on TBT News. Frances Simic, Therapeutic Recreationist, explained the benefits of this program which she instructs once a week at NorWest Community Health Centre.

New Library Opens

Nearly 100 staff, clients and family members visited the new Library in the East Wing for our welcome week coffee breaks in August. Visitors enjoyed refreshments, familiarized themselves with the new space, and checked out the great resources that are available. The Library has planned a more formal week of activities for the Grand Opening scheduled from September 10 to 14.

HERE FOR OUR

Future

Business Intelligence System Implementation

Planning and Performance and the Informatics team have implemented St. Joseph's Care Group Business Intelligence System. This is a joint initiative with Thunder Bay Regional Health Sciences Centre and the Northwest Health Alliance. The Business Intelligence System allows information from multiple systems to be available in one location for management use for analysis and decision-making. This phase makes indicators available to managers on clinical utilization such as hospital occupancy rates, length of stay, and alternate level of care, presented in a dashboard view. The indicator information is automatically refreshed on a daily basis from two data sources: Meditech and Clarity Rehabilitation Reporting. The Business Intelligence System will be expanded in the future to add new data sources and reporting.

ConnectingOntario

Several clinical staff within Specialized Geriatric Services have signed on to ConnectingOntario Clinical Viewer. This secure, provincial health record allows clinicians to access clients' personal health information for the purpose of providing care. The web-based portal provides access to records such as medications, laboratory results, hospital visits, and home and community services. Access to records in real time helps to provide the best care for clients.

Hospital Elder Life Program

St. Joseph's Hospital welcomed the addition of the internationally acclaimed Hospital Elder Life Program or "HELP" to enhance the care and services it provides to its patients. HELP is primarily designed to prevent delirium, improve cognitive and functional outcomes for patients, as well as shortening length of stay in hospital. HELP does this by utilizing trained volunteers to keep hospitalized older adults oriented to their surroundings, meet their needs for nutrition and fluids, engage patients in therapeutic activities and contribute to their mobilization within the limitations of their physical condition. Marielle Henderson, the HELP Coordinator assesses patients referred to the program and matches them to a trained volunteer who engages with patients as determined by his or her needs.

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Capital Updates

East Wing Project

The East Wing Project at St. Joseph's Hospital reached substantial completion on August 23, 2018. Occupancy and the move from LPH commenced on July 7th and was completed by July 16th.

The general contractor has issued progress certificates for work to the end of July 2018 showing a 98% project completion.

There are a number of areas still requiring completion and we would anticipate total completion by October 2018. The areas still requiring completion include:

- Loading dock and freight elevator painting and electrical finishes, elevator cab installation not completed, loading dock levelers – 70% complete
- Locker room area painting and electrical finishes outstanding - 85% complete;
- Central Equipment – flooring outstanding - 85% complete
- Mechanical room and corridor – drywall and ceiling finishes, electrical finishes – 30% complete
- Landscaping and exterior work currently 80% complete
- Level 0 Pharmacy corridor – ceiling tile replacement and installation of diffusers remaining – 90% complete
- Paving and waterproofing remaining North side - 50% complete
- Canopy finishes at main entrance is outstanding – not started
- Deficiency completion is underway and progressing well;

A detailed work plan outlining completion dates has been requested however the Contractor has not yet provided this information.

Amethyst House

Substantial completion for the project was achieved in July 2018 and the client move from Ward Manor was completed by the end of August 2018. The additional clients having been moving from the East Wing to Amethyst House on a gradual basis and will be completed by September 30, 2018.

The zoning application to the City to increase the allowable occupancy above 10 clients was approved on August 27, 2018. This has allowed the Home to accommodate 12 clients.

Home for Good Initiative

The rezoning application for the Thunder Bay Inn has continued through the approval process and we are scheduled to present to City Council on September 17th.

An open house was held on September 13th to address any neighborhood concerns and provide additional information to the public on the project. Based on obtaining required approvals we would anticipate the sale to close in October 2018.