

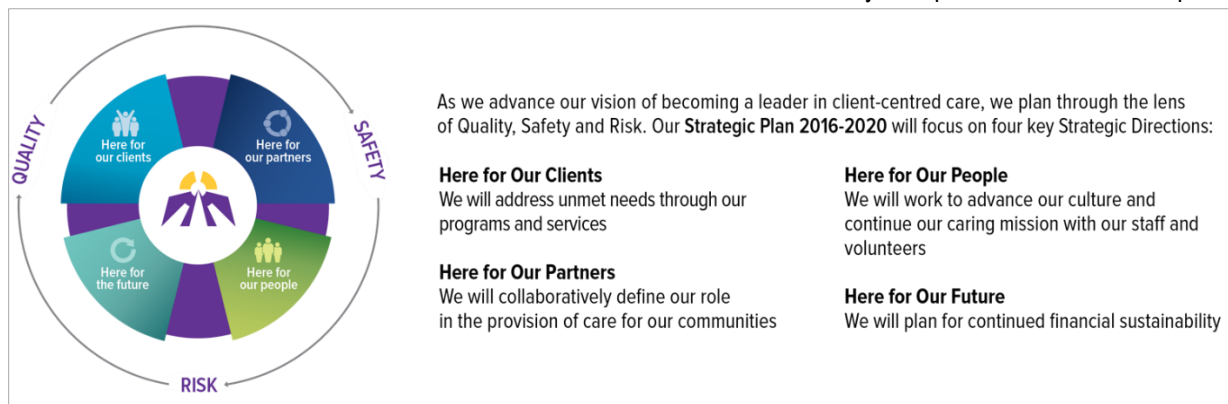
Leadership Team Report

January 2022



I want to thank everyone at the Team Station (2 North) and the gym (2 South). I was a client at St. Joseph's Hospital from August to December after having two life-saving surgeries for necrotizing fasciitis. The nurses were all so amazing and compassionate, and made my stay so comfortable during a long and painful recovery. The physical therapy staff worked hard to get me home. Thank you to everyone who I encountered during my stay. Wishing you all the best in 2022!!

- Client, Medically Complex Services, St. Joseph's Hospital



An Update on SJCG's Pandemic Response

Our strategic work continues, but as is the hallmark of the pandemic, we must quickly pivot to respond to our ever-changing landscape. The Omicron variant has a doubling time of 2 to 4 days, faster than any other COVID variant. The Incident Management Team (IMS) implemented a number of actions in accordance with Ministry Directives, guidance, legislation, and public health measures as well as in response to local health system and organizational demand. IMS meets a minimum of twice weekly, and on an ad hoc basis to quickly respond to emerging pressures.

Visiting Restrictions - Visiting restrictions have been put into place across SJCG, finding a balance between the importance of continuing in-person visits while limiting the number of people accessing our sites to slow transmission.

General visiting is paused at all St. Joseph's Care Group (SJCG) sites. However, clients may designate up to two individuals as Caregivers (long-term care) or Essential Visitors (all other sectors), preserving in-person visiting for loved ones who support client care. SJCG continues to offer virtual visits for clients and their families, and in partnership with Tbaytel, free WiFi is available at most sites for clients who have a computer or smart device to stay in touch with loved ones. Active screening remains in place, as do precautions including mandatory masking and hand hygiene.

Antigen Testing & Vaccination Clinics - In long-term care, antigen testing protocols are mandatory for staff and visitors with additional protocols across all sites for travel. COVID-19 vaccination is available for clients, and vaccines are administered in accordance with provincial guidance. Vaccination is mandatory for SJCG staff, and is available at a number of on-site vaccination clinics.

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Directive 2, and Staff Redeployment - Ministry of Health Directive 2 has been reinstated by the province, pausing non-urgent and non-essential surgeries and services to preserve health system capacity and allow for staff redeployment. As we had done in the early days of the pandemic, we are scaling back outpatient and in-person services based on a number of criteria including impact to clients (readmissions, deconditioning), offering virtual services (telephone and video) wherever possible, and deferring services where it makes sense to do so.

SJCG's Staff Redeployment Centre has been reactivated as of the week of January 4, 2022. When capacity exists, departments respond to changing needs by reassigning staff. However, when needs exceed available departmental staff or spans multiple departments, the Staff Redeployment Centre supports the identification and deployment of resources from across SCJG to areas of greatest need. Orientation and educational supports are provided to all redeployed staff, and teams asked to welcome and assist redeployed staff as we navigate immediate need together.

Isolation Shelter - SJCG continues to operate Thunder Bay's Isolation Shelter, fulfilling a vital role in providing a safe voluntary isolation site for individuals experiencing homelessness or underhousing, and for individuals identified by the Thunder Bay District Health Unit (TBDHU) who are unable to isolate at home. SJCG recently submitted a successful funding application to the Public Health Agency of Canada, securing funding through to March 31, 2022.

In Closing - We must act as though COVID-19 is within our facilities. We work closely with TBDHU to investigate suspected outbreaks, and act on our own plans to isolate and contain COVID within our sites and prepare for surge within the system. Nothing we do in service to the people of Northwestern Ontario is ever done in isolation, and we are grateful to our many partners who work tirelessly, rising to every challenge as we collectively protect and preserve the healthcare system for all.

The balance of this Report from Leadership Team focuses on the incredible work taking place across St. Joseph's Care Group, furthering our strategy of being Here for You When You Need Us.

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Clients

Chronic Pain Peer Support

The Chronic Pain Peer Support Pilot group began on November 4, 2021, meeting every Thursday from 1pm to 3pm in the Peer Connections office at St. Joseph's Health Centre. This group affords the opportunity for chronic pain clients to engage with others with lived experience, supported by a trained and experienced Peer Supporter. The pilot project will be evaluated in January 2022 through feedback from participants.

Improving Skin & Wound Care at Hogarth Riverview Manor

Point-Click-Care's Skin & Wound Module went live on all fifteen units at Hogarth Riverview Manor on December 1, 2021. The module enables staff to be more proactive and improve the overall quality of wound care for residents through timely documentation, digital pictures, automated wound measurement and simplified monitoring of wound progression.

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Cooking Group for Outpatient Neurology Day Program Clients

In partnership with Roots to Harvest, the Neurology Day Program at St. Joseph's Hospital held a cooking group in December for clients with dysfluency, which is a disruption to smooth speech as a result of traumatic brain injury including stroke. Clients were able to work on their communication skills in a fun group setting, preparing a meal together at the Roots to Harvest kitchen.

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Partners

Auditor General Report – Value for Money Audit: Assisted Living Services

The Office of the Auditor General of Ontario released the "Value for Money Audit: Assisted Living Services" in December 2021. This report is based on several months of data input from various providers across Ontario, including statistics provided from PR Cook and Sister Leila Greco Apartments. St. Joseph's Care Group and partners will use this report to inform planning for seniors' housing services over the coming years.

Ontario Brain Institute Grant

An initial submission to the Ontario Brain Institute Grant: *Growing Expertise in Evaluation & Knowledge Translation (GEEK)* was accepted and is now moving forward with a full grant proposal application. This submission was made in collaboration between St. Joseph's Hospital's Outpatient Rehabilitative and Ambulatory Care teams along with the Canada Games Complex, the March of Dimes and Thunder Bay Regional Health Sciences Centre. If successful, this program aims to improve outcomes for clients by providing ways to continue rehabilitation in the community following discharge from hospital or outpatient services.

Asthma Clinic Community Education

An annual objective for St. Joseph's Hospital's Asthma Clinic is to promote community education within schools. Collaborating with I.A. Churchill Elementary School and Seventh Fire Secondary School, Respiratory Therapist Lindsay King provided an education session to children from Kindergarten to Grade Twelve on November 17, 2021. For the primary children, "Radical Randy" an asthma and breathing education doll was used. For secondary students, education on specific topics like sports related asthma was delivered. These sessions were well-received and will be offered to other interested schools each quarter to promote awareness and educate children about asthma, and inspire future healthcare workers along the way.

Discharge Planning Workshop - Care Planning for the Journey Back Home

The Regional Palliative Care Program hosted a half-day discharge-planning workshop titled "Care Planning for the Journey Back Home." The goal of the workshop, which was attended by 38 participants from across the region, was to provide Indigenous transition facilitators and Indigenous Navigators with essential information in their role of supporting transitions in care. The topics covered in the workshop included orientation to the healthcare system, past and present healthcare in First Nations, an overview of Nishnawbe Aski Nation Health Transformation, and non-insured health benefits. Participants were asked to provide feedback and ideas for a full day workshop being planned for spring 2022, who identified need for a workshop targeted towards health care providers in the Northwest working in the role of discharge planner or patient navigator.

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ST. JOSEPH'S CARE GROUP

e-Consult

St. Joseph's Health Centre's eConsult Program continues to see steady adoption in the Northwest region, with 152 active primary care users as of November 2021. Engagement efforts in November focused on seniors care, with outreach to SJCG long-term care leadership and administrators, St. Joseph's Hospital's Specialized Geriatric Services, the Registered Nurses Association of Ontario Northwest Long-Term Care Lead, as well as Thunder Bay Regional Health Science's Nurse Led Outreach Team, to inform how eConsult can be leveraged to support quality care where significant barriers exist to attending in-person consultations. In November 2021, there were 207 eConsults, representing an increase of 39% from November 2020. Over the past 12 months, a total of 1,897 eConsults have been sent by our region's primary care providers, representing 7.97 eConsults per 1,000 people - which is above the provincial average of 7.15 per 1,000.

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People

Fostering Leadership Through Staff Champions in Supportive Housing

At both PR Cook and Sister Leila Greco Apartments, there are staff working groups focusing on client care and safety. The staff meet quarterly, and as needed, to review processes, problem solve for service improvement and share knowledge relevant to these areas. Each staff 'champion' then brings it back to the larger staff group at monthly staff meetings and informal huddles to promote best practices. Current working groups include Pleasurable Dining, Falls Prevention, Palliative Care, and Responsive Behaviours.

Quality Improvements at Hogarth Riverview Manor Gaining International Attention

Based on a submission documenting Hogarth Riverview Manor's quality journey over the past 18 months, St. Joseph's Care Group has been shortlisted by Global OPEX Awards under the category of the 'Business Transformation Leader of the Year.' The OPEX Awards span multiple private and public sectors, with over 400 applicants annually. St. Joseph's Care Group is one of only two healthcare organizations short-listed in 2022 across all award categories, the other being Kaiser Permanente for "Enterprise-Wide Transformation."

Rehabilitative Care Supports Staffing Over the Holidays

A contingency staff plan was developed in anticipation of the added challenge to safely staff over the Christmas holiday. The management team engaged unions and staff, while communicating broadly in advance. Overall, the plan was effective in responding to staffing needs to ensure safe client care. The Directors, Unit Managers and Clinical Resources Coordinators worked tirelessly to proactively plan and implement the staffing strategies when needed. The staff demonstrated commitment, resilience and extraordinary dedication toward their colleagues and, most of all, our clients. We are grateful for the care, compassion and commitment everyone has demonstrated over these trying times.

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Future

Implementation of New Budgeting Software

During the summer and fall of 2021, St. Joseph's Care Group launched a new budgeting software called World Soft. The management team utilized this new software to develop the draft budget for 2022/23. World Soft simplifies the process to submit and collate departmental budgets. When budgets are approved, the system will enable end users to quickly review approved budgets and monitor in year financial performance. Based on feedback received by the Financial Services team from end users, the system is viewed as user friendly and a useful resource for the management team.

Digital Health Renewal

The digital health team has been working towards setting the direction of the renewed Hospital Information System. The Northwestern Ontario Digital Health Council has undertaken considerable work to assess which system is optimal for the Northwestern Ontario system. The evidence collected shows the new version of Meditech (called Expanse) is top-rated and is highly-supported by staff and clinicians. Based on the recommendation of the Digital Health Council, the Chief Executive Officers from hospitals across the Northwest unanimously agreed to move forward with Meditech Expanse. The next steps are to define the ideal scope as a health system and then to detail the costs, benefits and develop a detailed project plan.

Cybersecurity

In 2019, the leadership teams of both Thunder Bay Regional Health Sciences Centre and St. Joseph's Care Group endorsed a plan to improve the security of the Informatics services. Over the past two years, the Informatics team undertook numerous enhancements in processes aimed at monitoring for threats and vulnerabilities, securing systems and data, and responding to identified threats. These investments were coupled with enhanced education to increase staff awareness and mitigate risk. One of the most significant process improvements is the deployment of multi-factor authentication, which protects against unauthorized access. The Informatics team conducts regular testing, which demonstrates the increased security of the Informatics environment. The Informatics team is in the process of implementing a multi-year plan to ensure we maintain a secure Informatics environment.

Province Helping People Start Healthcare Careers in Northwestern Ontario through Free Training

St. Joseph's Care Group was proud to be part of the provincial announcement of \$10.6 million to train more workers for healthcare jobs in Northwestern Ontario. On January 6, 2022, Monte McNaughton, Minister of Labour, Training and Skills Development, was joined by Rod Phillips, Minister of Long-Term Care, and Greg Rickford, Minister of Northern Development, Mines, Natural Resources and Forestry, and Minister of Indigenous Affairs shared the details of this Confederation College-led project that provides training, fees and textbooks for up to 500 participants, prioritizing those who are underemployed or at risk of losing employment.