

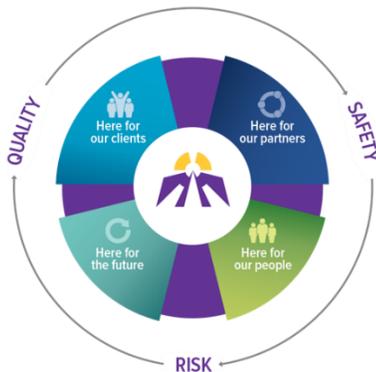
Leadership Team Report

February 2022



I want to praise the efforts of the staff who have been running the televisitation program at St. Joseph's Hospital for going above and beyond expectations. Staff is polite, courteous, kind, caring and professional. I hope that SJCG continues to select the right people for this job. Televisitation really adds to the client and family experience.

- Family Member, 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

An Update on SJCG's Pandemic Response

Impact on Client Flow – Investigation for and declaration of an outbreak within a home area or unit impacts health system flow because there are limitations/restrictions on admissions to beds in affected areas. At St. Joseph's Hospital, January saw waitlists that averaged between 20 and 30 clients. To address current pressures, 6 surge beds were opened: four on 5S and two on 4N. In January, the number of clients in isolation at St. Joseph's Hospital peaked at 63%, with that number dropping to 20% at the end of January.

On-Site Vaccination Clinics – St. Joseph's Care Group continues to offer on-site vaccination and boosters for staff and clients. All SJCG staff must provide proof of full vaccination as of February 10, 2022 (Note: LTC required full vaccination in December, with 3rd dose mandated by March 14, 2022).

Uptake among clients has been high. At the time of this report, approximately 66% of inpatient clients at St. Joseph's Hospital had received their booster shot. That number does not contemplate those not yet eligible, those temporarily ineligible (eg: during outbreak investigation), medical exemption, or those choosing to not be vaccinated. In Seniors Supportive Housing, around 76% of tenants opted to receive their booster. In long-term care, 92% of Bethammi residents have received their booster. A booster clinic is scheduled for Hogarth Riverview Manor in February.

Staff Redeployment to Areas of Greatest Need – With the scaling back of outpatient clinics scheduled at St. Joseph's Hospital, and the need for resources in inpatient units, a new care model was developed to meet around-the-clock client needs by leveraging and maximizing available skillsets. The model effectively reconfigures the unit teams –nursing and rehabilitation staff- to respond to ensure safe client care delivery continues during the pandemic surge and pressures particularly related to limited human resources. Education sessions were held to support staff in their new assignments. We wish to acknowledge the management team, collaborative practice, practice leaders and staff for planning under pressure and acting with resiliency in adapting to new roles, responsibilities, teams and hours of work.

HERE FOR OUR

Clients

Breaking Free

Promotional presentations to the community and regional organizations on *Breaking Free* continue, and the early indicators are promising. Of the 99 registered accounts in the North region as of January 2022, 92% remain actively engaged with the program beyond the initial registration/assessment; 63% have demonstrated clinical improvement in their level of substance dependence, and 73% have shown improvement in their mental health.

The Lodge on Dawson

Our clients tell us that spending so much time indoors adds to stress levels. Translating advice to action, snowshoeing was introduced as an activity in January. Clients are also invited to take part in any of four weekly sessions rooted in traditional Indigenous practices, including smudging and the meaning of sacred ceremonies.

Remote Care Monitoring Program - Update

Introduced in December's report, the Remote Care Monitoring (RCM) Pilot Program supports clients identified as at high risk post-discharge from Geriatric Assessment Rehabilitative Care. Between November 4, 2021 and January 14, 2022, a total of 38 clients signed on. RCM pilot aims to support 130 clients discharged during the pilot period. The majority of clients and families reported that the transition to RCM went well, and that they felt supported. As the program was designed to do, for the few clients subsequently identified as needing additional care at home, an escalation pathway was triggered, engaging system partners to address immediate needs.

HERE FOR OUR

Partners

Virtual Learning for Students – Impact of Screen Time, Gaming & More

The Gambling & Behavioural Addictions Program staff continue to provide virtual sessions to students on the impact of screen time and reliance on gaming, along with other stress-related issues affecting youth. Over the past 3 months, 245 students at 11 schools participated in these sessions, with positive reception and feedback from students and teachers alike.

Extension for Community Healthcare Outcomes (ECHO)

Project ECHO Indigenous Chronic Pain & Substance Use pilot project held its first session focusing on *Understanding Trauma Through an Indigenous Lens and Historical Context*, which was presented by Rosan Wesley, a Counsellor with SJCG's Indigenous Health Team. A total of 48 participants attended from across Canada.

Regional Rehabilitative Care Outreach Program

The Regional Rehabilitative Care Outreach Program (RRCOP) continues to meet regional need by servicing vacancies for Physiotherapy at Geraldton District Hospital and Wilson Memorial General Hospital in Marathon. Occupational Therapy is providing services at both The McCausland Hospital in Terrace Bay and Wilson Memorial Hospital in Marathon. To date, the RRCOP team has seen 118 new clients in Acute Care (16%), Complex Continuing Care/Alternate Level of Care (11%), Long-Term Care (10%) and Outpatients (63%). There has been a significant decrease in Outpatient Physiotherapy wait times in Geraldton with the RRCOP Physiotherapist (PT) providing both direct service and mentorship to the new graduate PT.

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The RRCOP team has also responded to requests for shared care service from Dryden Regional Health Centre, Home & Community Care- Fort Frances, The McCausland Hospital and Geraldton District Hospital. The program is demonstrating ongoing value and continues to advocate for sustainable funding.

Ontario eConsult Program

158 eConsult requests from Northwestern Ontario providers were submitted in December, bringing the total for the fiscal year to 1451 eConsults - a 30% increase over 2020/21 fiscal year to date requests. Dr. Haggarty - Senior Medical Director, Addictions & Mental Health, Carolyn Freitag - VP Rehabilitative Care, and Brittany Kirkwood, Change Management Lead for the eConsult program, attended the Quarterly Professional Staff Association meeting December 7, 2021, to provide a program update and extend an invitation for specialists to join the program as consultants to support regional communities of practice.

Regional Referral System

The Regional Referral System Wound Care Pathway had 108 referrals in the month of December. The target set for total referrals in Year 1 (ending March 31, 2022) was 500: at the time of this report, SJCG has exceeded that target by 148 referrals.

The North West Wound Care Central Intake received news of an additional \$186,000 for Year 2 funding under the Centralized Waitlist Management grant fund for licensing and human resources. Unfortunately, grant applications for funding for the other chronic disease pathways were not approved at this time, but analysis and design continues unabated for both Rheumatic & Autoimmune Disease and Diabetes Health clinical referral pathways.

HERE FOR OUR

People

Welcoming Student Learners

SJCG welcomed 284 post-secondary students between September and December 2021. Placements were offered in various programs including social work, dietary, nursing, pharmacy, kinesiology, occupational therapy, recreation therapy, personal support worker, and more. Additionally, 8 high school cooperative student placements provided unique learning opportunities in the fields of recreation, nutrition & food services, outpatient services, and in the elder life program. Continuing to support student learners, even as we respond to the pandemic, is critical to growing our next generation of workers.

Engaging Front-Line Providers in Daily Quality Huddles

All units at Hogarth Riverview Manor (HRM) have successfully implemented daily quality huddles. These huddles are held at unit-specific quality boards. Initially led by a member of the quality team and then by the unit manager, huddles are now typically led by front-line providers (for peers, by peers). Managers attend the huddles to support the teams, offer guidance or input, and action items that cannot be solved at the front-line level. The next step will be to spread this level of quality engagement to Bethammi Nursing Home while also planning deeper engagement at HRM.

Care
Compassion
Commitment

Leadership Team Report

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ST. JOSEPH'S CARE GROUP

HERE FOR OUR

Future

Management; and Cultural Aspects of Death & Bereavement.

Regional Palliative Care Program - Last Aid Program

The Regional Palliative Care Program (RPCP), in partnership with Hospice Northwest, is participating in a provincial pilot program called *Last Aid*. It's a program that provides palliative care education to the public through a series of interactive online or in-person programs. These beginner-friendly, accessible sessions are run by trained facilitators, including SJCG's own RPCP Palliative Care Nurse Consultant. The Last Aid program consists of four 45 minute modules: Care at the End of Life; Advance Care Planning & Decision Making; Symptom

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