

Mission Moment

While visiting the *Tanning Hide* display at St. Joseph's Hospital, a client remarked: "I can smell the hide through the glass, and I remembered being with my grandmother and my aunts like it was yesterday. I remembered being outside, being by the fire. It makes me happy to see these (beadwork, bags, moccasins and tanning tools) here."

~ 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 2020-2024 will focus on four key Strategic Priorities:

Here for Our Clients

To address unmet needs through the provision of quality services.

Here for Our Partners

To transform the healthcare system.

Here for Our People

To support staff, physicians and volunteers to live our values.

Here for Our Future

To ensure continued organizational sustainability.

Here for Our Clients

Care Without Interruption

While attending the Women's Day Treatment Program at Sister Margaret Smith Centre, a client tested positive for COVID-19. The client had attended all of the sessions to date and was midway through the intensive program. To continue treatment without interruption, the program was offered through virtual Webex sessions. This was the first time counsellors used virtual technologies in the intensive treatment setting, and it was a success. The client was able to attend all sessions and actively participate in group conversations. After the 10 day isolation period, the client was able to return to the program in person, and celebrated successful completion together with her peers.

Education and Engagement in Seniors' Supportive Housing

For tenants of seniors' supportive housing, staying safe during the pandemic affected physical and emotional well-being because of decreased activity and social interaction. Counselors at PR Cook and Sister Leila Greco apartments arranged Falls Prevention education for tenants and families in March. These classes, in addition to resumption of small group recreation programs, congregate dining, and Victoria Order of Nurses (VON) exercise programs, are creating opportunities to enhance quality of life and increase confidence as people return to the activities they enjoyed pre-pandemic.

Remote Care Monitoring Program

The Regional Seniors' Care Program continues to support the Remote Care Monitoring Program for High Risk Geriatric Discharges from the Geriatric Assessment and Rehabilitative Care Unit at St. Joseph's Hospital. This pilot program has achieved the following (as at March 25, 2022):

- Client referrals - 84
- Client enrollments to date – 73
- Program completion - 50
- Average duration of enrolment - 24 days
- Clients who received additional support through the escalation pathway - 26

The highly-transmissible Omicron wave affected the ebb and flow of admissions and discharges between January and March 2022. Taking into account the impact of the pandemic, SJCG and Ontario Health North revised the pilot service target from 130 clients to 75 clients. Even with the disruption to client flow, a total of 73 clients identified as high risk on discharge were served by the Remote Care Monitoring Program.

Accreditation 2022 – Simulated Survey Report

St. Joseph's Care Group completed a Simulated Survey on February 28 and March 1 with Accreditation Canada. The Survey included four Administrative Tracers (Leadership, Integrated Quality Management, People Centred Care and Human Capital) and three Episode of Care tracers with a focus on required organization practices (Mental Health, Rehabilitative Care and Long Term Care Services).

The purpose of the Simulated Survey was to help prepare St. Joseph's Care Group staff and management with the survey process and identify areas of strength and opportunities for improvement.

A report has been received from Accreditation Canada and the following are the high level themes from the report:

- Visionary leadership that energizes and inspires people at St. Joseph's Care Group to work towards common goals and strong collaboration with partners;
- Comprehensive framework for Quality, Safety, and Risk including clear committee structure, integrated Quality Improvement Plan, Enterprise Risk Management Program;
- High level of engagement with clients and families as evidenced by the Client & Family Partner program, Client and Family Council, participation on hiring panels, involvement in strategic planning, policy development and quality initiatives;
- Comprehensive Health Human Resources Plan and Workplace Violence Prevention Program is in place.

Many quality initiatives have been completed since the last survey and teams are encouraged to boast and share successes with the on-site surveyors. St. Joseph's Care Group is well positioned for success in the upcoming on-site survey in April



Building a Personal Connection with Nursing Students

Hogarth Riverview Manor's (HRM) Associate Administrator and Staffing Coordinator visited over 100 first-year nursing students across all units during break times throughout March to personally connect with them regarding their experience at HRM and opportunities to work as Personal Support Workers this summer. So far, fifteen students have applied directly to the Home and have upcoming interviews.

Lakehead University's Research and Innovation Week Awards

Denise Taylor, Manager of the North West Regional Rehabilitative Care Program, together with co-investigators Helle Moeller (Lakehead), Joan Rae (Sandy Lake First Nation), Robert Baxter (Eabametoong First Nation), Wesley Nothing (Michikan

Sakahegun First Nation), and Marlene Quequish (North Caribou Lake First Nation), were the recipients of Lakehead University's Indigenous Partnership Research Award, 2022 for their work: "Supporting elders living with frailty in remote Indigenous communities in Northwestern Ontario: Developing the role of a Community Rehabilitation Worker."

Additionally, our Scientific Director of the Centre for Applied Health Research, Dr. Michel Bedard, was named the 2022 Distinguished Researcher for his many years of exceptional health sciences research, with specific focus on safe driving for seniors.

The awards were presented on March 10, 2022, during Lakehead University's *Research and Innovation Week* award ceremony.

Provincial Recognition in Volunteer Management Excellence

Anna Grenier, who recently retired from St. Joseph's Care Group, was awarded the June Callwood Outstanding Achievement Award for Voluntarism – Excellence in Volunteer Management from the Ontario Ministry of Citizenship and Multiculturalism. She was nominated by Volunteer Services in recognition of the many accomplishments she achieved in her 30+ years as a Volunteer Coordinator.

Here for Our Partners

Indigenous Chronic Pain and Substance Use ECHO

St. Joseph's Care Group's Extension for Community Healthcare Outcomes (ECHO) Hub led a ten session education series, January 11 - March 15, 2022, to engage health care providers in rural, remote and underserved areas on the topic of chronic pain and substance use specific to Indigenous clients. ECHO uses technology to provide education by creating a virtual Community of Practice. ECHO's hub and spoke model supports an "all teach all learn" model, where every participant is considered a learner and brings value to each session. Topics in this education series included *Understanding Trauma Through an Indigenous Lens and Historical Context*, *History of Opioids in Chronic Pain*, and *Impact on Indigenous People and Utilizing Traditional Approaches in Chronic Pain and Substance Use Management*.

Among the 57 participants, self-reported feedback supports increased knowledge through participation, with one participant sharing: "This ECHO is like the eagle feather that came *to her on her personal journey of learning*." This pilot project was possible through the commitment and participation of St. Joseph's Care Group's Indigenous Health Team and Ogichidaa Onaakonigewin (Elders Advisory Council), as well as Indigenous community healthcare leaders from Northwestern Ontario. The ECHO pilot project was funded through partnership with University Health Network.

St. Joseph's Hospital Welcomes Inaugural Cohort of Community Rehabilitation Workers

The *2017 North West Local Health Integrated Network Rehabilitative and Complex Continuing Care Capacity Report* identified a gap in access to rehabilitative care services in remote Indigenous communities. The 2018 development and implementation of an Elder Exercise program with three communities led to the creation of a formal rehabilitation coalition with: North West Regional Rehabilitative Care Program, Sandy Lake, Eabametoong, North Caribou Lake and Michikan Sakahegun (Bearskin Lake) First Nations, Lakehead University, Confederation College, Indigenous Services Canada Home and Community Care - Ontario Branch, Northwestern Ontario Regional Stroke Network, and Windigo Tribal Council Home and Community Care.

In 2019-2020, the Coalition identified the need for a Rehabilitation Assistant-like role – a "Community Rehabilitation Worker" - to support individuals with the activities of daily living including traditional activities within the community, exercise and social groups, local and regional transportation assistance, transitions between hospital and home, safety and well-being among elders, activities of daily living, and identification of mental health concerns and appropriate resources in the four communities.

Enabled by funding from the Canadian Frailty Network, a training curriculum was co-created with the communities and input was also sought from rehabilitation providers, community health workers, Elders, and families in the First Nations. The

Community Rehabilitation Worker certificate program, delivered by Confederation College, consists of 8 modules delivered over 10 months. Topics include: Introduction to Rehabilitation Practice; Communication Skills in Rehabilitation; Musculoskeletal Conditions; Neurological Conditions, Aging & Dementia; Care at Home; Mental Health First Aid for Indigenous People, and Standard First Aid and Cardio Pulmonary Resuscitation. Between training modules, the Community Rehabilitation Workers work as a member of the Home Care team to gain clinical experience.

St. Joseph's Hospital welcomed the inaugural cohort of 8 Community Rehabilitation Workers the week of March 21, 2022. The trainees learned about rehabilitation from professionals, observed rehabilitation sessions with our inpatient and outpatient teams, and explored language and culture with an Elder in the Spiritual Gathering Lodge. We are grateful for the Coalition and ongoing support from Indigenous Services Canada Home and Community Care - Ontario Branch.



Conversion of PR Cook Apartments to Supportive Housing Units

St. Joseph's Care Group has received funding from Ontario Health North to convert up to ten apartments into supported units in 2022-2023. The change from market rent to supportive housing units will occur as tenants not currently receiving support services either leave, or their health needs change to the point that they now require support. The additional funding will increase the number of supportive housing units to 135 out of a total 181 apartments. There are currently over 950 individuals waiting for supportive housing at PR Cook, Sister Leila Greco, or the city-run Jasper apartments, representing a three to five year wait. This funding of approximately \$1,000 per unit per month will begin to address the unmet need for seniors' supportive housing in Thunder Bay.

Volunteer Services By the Numbers

Volunteer Services is excited to report that six high school co-operative education students started placements at Hogarth Riverview Manor, St. Joseph's Hospital and Bethammi Nursing Home in February. This includes two placements in Building Services, which is a first for the co-op program at St. Joseph's Care Group. Volunteer numbers continue to increase across the organization. As of March 2022, there are a total of 167 active volunteers supporting the work that we do.