



May 2022

## Mission Moment

"My father in law was not picking up his phone and my wife (his daughter) was getting very worried after 3-4 days of him not picking up. We contacted the hospital today and they were EXTREMELY helpful in solving the problem of his phone ringer having been turned off. All along during his stay (he is still in) the phone staff have been extremely kind and considerate, and they are extremely good listeners! From the switchboard to the Nurses Station on 5 North to the social worker on that floor, everyone has been AMAZING and I just wanted to send you this thank you email and I hope someone at your end lets them know about this thank you email and extends them thanks. Again thanks SO MUCH ST JOE'S STAFF for incredible help and kindness! Rare in this world!"

~ Via Email from a 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 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

### Prospective Analysis Leads to Improved Processes and Outcomes

From December 2021 through March 2022, an interdisciplinary team reviewed the assessment, treatment and documentation processes associated with skin and wound care at Hogarth Riverview Manor. A prospective analysis reviewed what could potentially go wrong with the processes associated with wound care, along with possible causes and potential impacts. Recommended actions included ensuring appropriate referrals to allied health professionals; consistently following nursing assessment and intervention leading practices; enhancing nursing knowledge, engaging physicians when the treatment course is not clear; and auditing compliance by managers

The recommended actions were implemented throughout March and into April, and there was a noticeable decrease in both new and worsening wounds, with rates going from 9.3% in February to 6.8% at the end of March. A plan with scheduled reviews is in place to support continuous process improvements with the goal of continuing to decrease wound incidents in the Home to meet or exceed provincial performance.

### COVID-19 Surveillance Testing and Visiting

As Ontario faces the newest wave of the pandemic, Ontario's Chief Medical Officer of Health, Dr. Kieran Moore, has announced that masking requirements in high-risk indoor settings will continue into the near future. Weighing this against our local situation, including outbreaks at a number of facilities including SJCG, the Incident Management Team has implemented steps to identify and control COVID-19 as early as possible.

Effective May 2, 2022, all SJCG staff are required to participate in an antigen testing surveillance protocol to manage the transmission of COVID-19. Long-term care staff, volunteers, learners, and professional staff will continue to follow previously outlined testing protocols. Staff, volunteers, learners and professional staff at all other sites will now be required to conduct up to 2 self-administered at-home antigen tests for each calendar week.

To keep SJCG staff, clients, and families safe, St. Joseph's Hospital has also temporarily paused General Visiting. Essential Visitors may continue to visit, and must provide proof of a negative rapid antigen test up to two times per week. Active screening remains in place, as does the requirement to wear the provided surgical mask at all times while visiting.

### **End of Life Care for Clients with COVID-19**

We are very proud of our team on 4 North – Hospice/Palliative Care at St. Joseph's Hospital who have cared for several COVID-19 positive clients and their families alongside non-COVID clients. The team collaborated with families who wished to visit their loved ones with COVID-19 by teaching them how to use personal protective equipment and follow all infection prevention precautions. Confident in their personal safety, families could spend the most precious moments with their loved ones and ensure these visits were conducted safely. We have received positive feedback from families who were able to visit during this time, and are proud that we could help facilitate this experience.

## **Here for Our Partners**

### **Transitional Care Funds to Reduce Alternate Level Care**

Over the course of the pandemic, there has been a local and provincial trend of lower-than-normal admissions to post-acute care among frail seniors. Of those admitted, medical acuity was higher with notable impact on mental health related to isolation. Length of stay in hospital increased accordingly. To meet the needs of frail seniors, SJCG has received just under \$600,000 in Ministry of Health funding to deliver two programs aimed at reducing Alternate Level of Care days and improving transitions in care.

The first is a pilot program called the Functional Outreach Rehabilitation Maintenance Program – or 'GOOD FORM' – which will operate for the first half of 2022/23. GOOD FORM addresses an unmet rehabilitative care need in the system. In collaboration with Home & Community Care system partners, the program will serve a population of seniors living in community identified as being at risk of unplanned emergency hospital visit or admission, at risk of functional decline upon discharge from post-acute care, and/or at risk of premature need for long-term care. Eligible seniors will benefit from longer term rehabilitative outreach services to maintain strength, mobility and Activity of Daily Living gains made in inpatient, outpatient, or home rehabilitation programs, and ideally be able to remain safely at home for longer.

The second is essentially a 're-launching' of the Assessment Bed Pilot Program, which will operate during latter half of 2022/23. In partnership with Thunder Bay Regional Health Sciences Centre, the Assessment Bed Program aims for early identification of frail seniors (within 3 days of admission) who would benefit from a short-stay, intensive rehabilitation program. The identified seniors would then transfer to St. Joseph's Hospital for the short intensive program, with a goal of discharge within 14 days. For clients, it means having the right supports to increase skills and confidence in returning home. It also positively impacts flow by providing the right care in the right place, and decreasing length of stay and Alternate Level of Care days.

## **Here for Our People**

### **Increased Staffing to Enhance and Strengthen Resident Care**

Through funding announced by the Ministry of Long-Term Care in October 2021, SJCG is actively recruiting for 75 new positions to improve resident care. The following highlights successful recruitments to date:

- On April 11, 2022, Hogarth Riverview Manor (HRM) welcomed its first Resident Quality Representative, who will act as a liaison between residents/families and home staff and systems. This individual will be responsible for receiving, investigating and responding to resident and family inquiries, concerns and complaints that go beyond what can be

addressed quickly and effectively by front-line providers or managers. They will also ensure that residents and families have knowledge of their rights and responsibilities.

- One of three Clinical Resource Coordinators started a full-time position in April. The primary role of this individual, who will be based at HRM but serve both homes, is to build the leadership capacity of Registered Nurses (RNs), particularly when management is not on-site, and to provide supervision on evenings and weekends.
- Two Quality Leads and a Best Practice Registered Practical Nurse (RPN) will be joining the team in May 2022. The Quality Leads will continue implementation of the three-year quality improvement plan for HRM and will help expand these processes to Bethammi Nursing Home. The Best Practice RPN will join the existing Best Practice RNs in building the knowledge and capacity of front-line nurses.



### **SJCG's Accreditation Survey Complete!**

During the week of April 25, SJCG welcomed 5 surveyors from Accreditation Canada to our sites. SJCG was assessed against the following 12 Sets of Standards, which included an aggregate of 595 High Priority Criteria, and 892 Other Criteria:

1. Governance
2. Leadership
3. Infection Prevention & Control Standards
4. Medication Management
5. Ambulatory Care Services
6. Community Health Services
7. Community-Based Mental Health Services & Supports
8. Hospice, Palliative, and End-of-Life Services
9. Long-Term Care Services
10. Mental Health Services
11. Rehabilitation Services
12. Substance Abuse and Problem Gambling

Following a debrief on Friday, April 29 between SJCG's Leadership Team and the Accreditation Canada surveyors, a 30-minute webinar was hosted for all SJCG management, staff, and Client & Family Partners to share findings. Preliminary reporting indicated that SJCG has met all Required Organizational Practices, which are essential practices that an organization must have in place to enhance client safety and minimize risk.

A message of congratulations was sent to all staff, physicians, and volunteers following completion of the survey on behalf of the Board and Leadership Team. In recognition of this incredible team effort, all have received SJCG lanyards that share our credo of **Quality & Safety Every Day**. SJCG will receive its full Accreditation report and standing in the weeks to come.