

Leadership Team Report

September 2022



Mission Moment

They take great care of their patients because when my husband was there they took great care of him and I am very thankful for that every day in my life. 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

Clinical Manager Role in Hogarth Riverview Manor Admission and Annual Care Conferences

In May 2022, Hogarth Riverview Manor (HRM) introduced pre-admission resident and family meetings with the Resident Admission Coordinator in direct response to Resident Experience Survey feedback on Listening and Care Planning (see the June 2022 Leadership Team Report to Board for more information). Six weeks post-admission, a care conference is held with residents and families to 'touch base' and ensure that residents' care needs and concerns are being met. Care conferences are then held annually, or more frequently based on individual resident needs.

As part of continuous quality improvement, it was identified – with input from residents, families and front-line staff – that it would be beneficial to include the Clinical Manager of the resident's Home Area in care conferences. It's a planned way for residents and families to meet with the Clinical Manager, creating a collaborative forum to understand and meet resident needs and concerns. Residents or their substitute decision maker also receive a copy of the resident's Care Plan two weeks prior to the annual care conference, giving them the opportunity to reflect and prepare questions.

The HRM team made the enhancements to care conferences this summer, and early feedback has been positive noting improved communication and earlier identification of and response to changing care needs.

Accessing the Right Level of Care through the Ontario Structured Psychotherapy Program

Ontario's Health's Ontario Structured Psychotherapy Program (OSPP) is a provincial program offering free in-person or virtual services for people living with depression, anxiety and anxiety-related conditions. The OSPP is coordinated by 10 Network Lead Organizations (NLO) across the province, with St. Joseph's Care Group as Northwestern Ontario's NLO.

In our first year as a NLO, SJCG has partnered with local and regional mental health providers to support clients in accessing low-intensity supports through BounceBack®, a free, guided self-help program through the Canadian Mental Health Association for people experiencing mild-to-moderate anxiety depression, or may be feeling low, stressed or worried. Participants receive telephone coaching, skill-building workshops and online videos to help overcome symptoms and acquire new skills to regain positive mental health.

In September 2022, expansion of services will include individual or group cognitive behavioural therapy sessions, in-person or virtually, with highly trained clinicians. Referrals are managed through The Access Point Northwest.

All services are matched to the level of care that best meets identified needs, taking a client-centred approach to developing a care plan. As noted on Ontario Health's website, the "OSSP is based on the best available evidence, quality standards provide the blueprint to enable the health care system in Ontario to work better, facilitate smooth transitions, and ensure people receive the same high-quality care, regardless of where they live."

The Centenarian Club in St. Joseph's Care Group Seniors' Supportive Housing

Seniors' Supportive Housing enables seniors to age in place in their home, either preventing or delaying the need to move into long-term care. There are two tenants living in PR Cook Apartments and two tenants living in Sister Leila Greco who are over 100 years old, with one PR Cook tenant turning 103 this fall! At each site, there are also 24 tenants over 95 years of age who are able to live independently with the help of the support services teams at the two sites.



Employee Appreciation

Throughout the months of June and July this year, SJCG welcomed all staff, volunteers and physicians to enjoy a catered lunch as a way to recognize the dedication and valuable contributions our teams have made throughout continuously challenging times. Meals were served by our food service teams, internal staff, and members of the Leadership Team to staff at our many sites through 9 separate events. Feedback received from attendees has been positive and appreciative. A special thank you to our incredible team involved in organizing and bringing their passion to each and every event.

Keeping Our Staff and Clients Safe at Work

Despite ongoing staffing and pandemic related challenges, we are proud to report that we have trained 395 staff in Gentle Persuasive Approach (GPA) since April 1, 2022 across St. Joseph's Care Group, inclusive of our Security Services team.

GPA is a key strategy to build staff knowledge and skills to manage clients with responsive behaviours, supporting a safe work environment for all. GPA is delivered as a full-day hand-on immersive training experience, required for most front-line positions in the Rehabilitative Care and Seniors' Health divisions, with re-certification on a cyclical basis. Aligned with our Strategic Goal of providing tools, skills and support to keep staff and volunteers safe and well, GPA is part of our fulsome strategy to reduce workplace violence that includes ongoing Workplace Violence Risk Assessments, established site and team plans to respond if a violent incident occurs, regular analysis of safety incidents, scheduled mock Code White drills, among many other initiatives.



Matawa Partnership Strengthens Land-Based Learning

The Matawa Partnership Program at St. Joseph's Care Group provides mental health and substance use related services to the students who attend the Matawa Education and Care Centre for their high school education. These services, which include counselling, group programming and consultation, are normally provided within the school setting and involve regular collaboration with Matawa staff in order to provide the care that is needed.

This summer, a Youth Worker was invited to attend and participate in the Matawa Kitchi Siipi Canoe Expedition, a 12-day land-based educational and therapeutic adventure, which involves paddling down the Kitchi Siipi (Albany River) from Eabametoong (Fort Hope) to Marten Falls and camping along the way. The Youth Worker brought experience in nature-based therapeutic recreation in planning and preparing for the trip, and provided expertise in mental health assessment. The presence of a mental health professional was crucial for individual youth as well as the entire group, supporting a journey of safety and wellbeing.

The addition of the SJCG Youth Worker to this year's Matawa canoe expedition demonstrates the continued evolution and success of the SJCG-Matawa partnership. It was the first time this type of learning was done with this group and Matawa was very positive

about the inclusion of the SJCG Youth Worker. We look forward to October 2022 Client Storytelling where staff and participants alike will share their insights and experiences with SJCG's Board of Directors.

Good Life with Arthritis

The Regional Rehabilitative Care Program (RRCP) received a fourth consecutive year of one-time funding from the Ministry of Health to continue to deliver the Good Life with Arthritis in Denmark (GLA:D) Canada program across our region. The conservative management program helps those with hip and knee arthritis optimize mobility and quality of life. The RRCP supported 10 Northwestern Ontario hospital sites to establish and sustain the program across the region and to date has avoided \$1.75 million in surgical costs.



Quality Improvement Huddles in Long-Term Care

Hogarth Riverview Manor (HRM) initiated the practice of quality improvement huddles in November 2020 to support their quality journey 'iCare'. The name iCare is rooted in the fundamental premise that implementing quality and safety every day is the responsibility of all staff members. The quality improvement huddles are based on the principles of Lean management and have a clearly defined purpose - to provide a platform for clinical and non-clinical team members to collaborate in overcoming day-to-day operational challenges, reducing departmental silos, generating ideas to improve unit performance, prioritizing work, celebrating achievements, and enabling resident centered care. Conducted on an 8x4 foot whiteboard and facilitated using a structured problem solving methodology, 15 minute scheduled quality huddles are held daily across all 15 of HRM's home areas.

Implementation of 938 improvement tickets from January 2021 to June 2022, and recognizing and celebrating staff for their work daily during huddles has enabled HRM to perform better than the provincial average on several resident care indicators; manage compliance to Ministry of Long-Term Care requirements; align strategic priorities with frontline work; and create a culture of continuous quality improvement.

Leaning into the experiences gained at Hogarth Riverview Manor, quality improvement huddles will launch at Bethammi Nursing Home in September 2022.

St. Joseph's Care Group Awarded Accreditation with Exemplary Standing

St. Joseph's Care Group has been awarded Accreditation with Exemplary Standing by Accreditation Canada for a third consecutive time. Accreditation with Exemplary Standing is awarded organizations that reach the highest level of performance by achieving excellence in creating a strong and sustainable culture of quality and safety.

This Accreditation, we did something different: we expanded our survey to include a Patient Surveyor. It made good sense, helping us to understand how we are following through on our commitment to Client-Centred Care and our Strategic Priority of Here for Our Clients in all that we do from the perspective of clients and families.

Surveyors visited 7 sites between April 24 – 28, 2022, focusing on 12 sets of standards. The Executive Summary and full Accreditation Report has been posted to our website (SJCG.net), and we have communicated directly with our staff, physicians, Client & Family Council, Client & Family Partners, volunteers, as well as community and health system stakeholders acknowledging all who participated and celebrating the award of Exemplary Standing.

Quality is not a destination – it's our North Star, and the pursuit of delivering the highest quality of care while meeting changing needs will always be done with clients at the centre. Over the weeks and months to come, we will work collaboratively across the organization at all levels and with Client & Family Partners to digest and understand what we have heard from the Surveyors and determine our plans of action.

We are grateful to all – our Board of Directors, staff, physicians, volunteers, student learners, and partners – for generously taking the time and care to make sure we are true to Quality & Safety Every Day, and living our values of Care, Compassion & Commitment.