

# Leadership Team Report

October 2022



## Mission Moment

A St. Joseph's Care Group (SJCG) client with a long history of severe and persistent mental illness was previously an inpatient at the Lakehead Psychiatric Hospital and St. Joseph's Hospital Mental Health Rehabilitation. For the past two years, the client has been living in Medium Support Housing. Around that same time, the client joined SJCG's TeamWerks Co-Operative at St. Joseph's Health Centre, where he worked in the woodworking shop. Staff were able to provide guidance and supports in adjusting to work life while making sure his mental health issues were being addressed. After returning home, he would discuss any struggles he had during the day to help him prepare to go into his next shift more confidently. The client continued to thrive at TeamWerks and has now been hired in a local restaurant three days per week. He is washing dishes and has the goal of moving into a food preparation role. He is very proud of his accomplishments, is getting along well with co-workers and enjoys working in a community setting.

*Submitted by Addictions & Mental Health Staff – Celebrating Client Success*



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

### St. Joseph's Hospital Chapel Update

Renovations of the Chapel at St. Joseph's Hospital have been recently completed with the aim of modernizing the space, improving acoustics, and enhancing the overall user experience. Improvements made were informed through targeted stakeholder engagement, including Client & Family Partners. This project was made possible through funds from the Auxiliary to St. Joseph's Care Group, which is in the process of winding down its operations, as a means to honour the Auxiliary's 126 years of dedication. We are immensely grateful to all the dedicated Auxiliary volunteers for their service.

### Rockin' Recovery Day

On September 7<sup>th</sup>, the Thunder Bay Drug Strategy and Drug Awareness Committee co-hosted the annual Rockin' Recovery Day at the Marina. Rockin' Recovery brings a message of hope and support, celebrating recovery from addictions through storytelling, music and networking with over 40 community service providers from Thunder Bay and surrounding areas. More than 800 people attended Rockin' Recovery, and were able to access information about resources and services to assist them in their recovery goals.

St. Joseph's Care Group provided corporate sponsorship for this event, and the Youth Addictions Supervisor from Sister Margaret Smith was a member of the planning committee. Fourteen staff members and several past clients from the program volunteered their time to help make the event a success.



### **Gambling & Behavioural Addiction Program Community Awareness**

St. Joseph's Care Group's Gambling & Behavioural Addictions Program participated in this year's Lakehead University's Student Orientation on September 7<sup>th</sup> and 8<sup>th</sup>, 2022. Over 200 local, national and international students stopped by our booth with the majority looking for supportive services within the community. Education was provided on gambling, including dispelling myths, and attendees received information on in-person and online resources for anyone with concerns about gambling behaviours.

### **Assisting with System Alternate Level of Care Challenges**

To provide care in the right place and address alternate level of care pressures across the health care system, St. Joseph's Care Group (SJCG) is opening a community transitional care unit making use of 32 beds in abeyance at Hogarth Riverview Manor. Known as Willow Place, it is an extension of Sister Leila Greco apartments offering community-based supportive living in a congregate setting.

The client population will primarily come from St. Joseph's Hospital and Thunder Bay Regional Health Sciences Centre's (TBRHSC) Transitional Care Unit (a 32-bed TCU operating at Hogarth Riverview Manor), with occasional transfers directly from TBRHSC hospital site or from the community. Hiring for Willow Place is almost complete, and 75% of the staff hired for Willow Place are new employees to SJCG.

Partners meet weekly to confirm implementation plans and, so far, it expect to welcome our first 15 clients during the week of October 11th – 14th, 2022.

For clients, waiting in hospital when they are ready to be discharged is not ideal. Willow Place provides a homelike environment where their physical and emotional care needs can be met while waiting for care in the community. For the healthcare system, it is one more way we can preserve hospital capacity especially as we prepare for the next wave of the pandemic.

### **Expanding Advanced Practice Clinicians for the Regional Wound Care Program**

The Regional Wound Care Program onboarded two additional Advanced Practice Wound Sites to the program - Lake of the Woods District Hospital in Kenora, and the Advanced Wound Care Clinic in Thunder Bay. These clinics have Advanced Practice Clinicians (APCs) who deliver advance wound care assessments/treatment to clients in the region.

The Regional Wound Care Program model consists of a coalition of 4 APC sites, and now has a total of 17 Advanced Practice Clinicians. The program leverages the Centralized Regional Wound Care Pathway referral system to integrate and coordinate referrals through the most appropriate APC site, enabling a more fulsome collection of regional client data to help determine wound care needs, as well as provide more equitable and timely access to wound care as close to home as possible.



### **Staff Vaccination Clinics**

Achieving high immunization rates through vaccination is part of a range of measures and actions that can help prevent and limit the spread of COVID-19. Recognizing the importance of staff immunization against COVID-19, particularly with the nature of our work with vulnerable client populations and the ongoing risk of exposure, we strongly encourage our staff, physicians, student learners and volunteers to remain up-to-date with their COVID-19 vaccines and to receive additional doses recommended by the Ministry of Health as soon as eligible.

Although vaccines are readily available in the community, the Occupational Health team has made vaccine administration accessible and convenient for our staff. A total of ten COVID-19 booster clinics were held at five sites (Sister Margaret Smith Centre, St. Joseph's Hospital, Hogarth Riverview Manor, St. Joseph's Heritage, and St. Joseph's Health Centre) in August and

September, and a total of 134 vaccines were administered. COVID-19 and influenza vaccine clinics for staff, physicians and volunteers will continue through the fall.

## St. Joseph's Care Group's Wellness Plan

According to the Mental Health Commission of Canada, three out of five workers say they are experiencing burnout, and 82 percent of Canadians are experiencing significant daily stress. Further, Canadian workplace health promotion programs can cut absenteeism rates to half of the national average and provide a return on investment of 200% for every dollar invested.

St. Joseph's Care Group is pleased to announce the launch of our corporate Wellness Plan! The plan was created in consultation with our Wellness Steering Committee, Wellness Working Group, and extensive engagement with our staff and volunteers through surveys and focus groups. The data from our survey and focus groups held throughout the summer have helped inform our plan and highlight our priorities.

Our Wellness Plan goals directly link to our Strategic Priorities: enhancing the quality of work life, keeping our staff, physicians, and volunteer's safe and well at work, and promoting a culture of diversity and inclusion. Many initiatives are well underway, like kindness carts and walking routes, and an updated Wellness Page on our Intranet that provides resources to staff. It's all about:

~ **Care** for our Health ~ **Compassion** for our Spirit ~ **Commitment** for our Wellness ~

## Wellness – Learning About Managing our Health & Energy with Joe Roberts

On September 28, 2022, staff, volunteers, leaders, physicians, and Board members were invited to participate in virtual development sessions with Joe Roberts, also known as: the Skid Row CEO. These sessions focused on helping us better manage our own health and energy, as well as providing an inspiring story from Joe of his own personal journey in overcoming significant challenges to finding his way forward in recovery and truly live his dreams.

Feedback received from participants has been overwhelmingly positive. For staff who were unable to attend, or would like to watch again later, the video and associated resources are posted to our staff Intranet. To serve as a message of hope and possibility, Joe's book, *The Push for Change*, is available for clients to read at both Lodge on Dawson, and Balmoral Centre.



## Client & Family Partner Retreat – Building Resilience

Learning and development is a big part of being Here for Our Future, and that includes our Client & Family Partners (CFP) who give of their own experience and time to improve care delivery for everyone. On September 16, 2022, we hosted our 6th annual (and very first virtual) Client & Family Partner Retreat. CFPs had the option of joining the live event, or viewing a recording afterward.

SJCG's Client & Family Council, who oversee our Client & Family Partner Program, set the Retreat agenda and theme through feedback from CFPs. Hosted jointly by the Council's Co-Chairs, the theme of this year's retreat was Resiliency, something every CFP has embodied. Elders Charlotte and Ernie Kwandibens began and ended the day with prayer, reminding us that our learnings will continue even beyond our day together. Two clients shared their own journeys of resiliency, and the strategies they use to continue moving forward. Members of our Leadership Team spoke to the current and future work together with CFPs, and Paul Francis spoke to the meaning and importance of all that we must do in Walking with Humility.

Even a pandemic could not slow our CFPs down. More than 600 volunteer hours were logged by our CFPs during the first two years of the pandemic, and have already added 200 more hours in 2022/23. It's because of CFPs that SJCG is able to deliver care, programs and services that are authentic and resonate with the needs of the people we serve. Thank you to all of our Client & Family Partners.

## **The Indigenous Health Education Committee Sacred Fire**

During the week of September 27<sup>th</sup> – 30<sup>th</sup>, the Indigenous Health Education Committee hosted a 4-day Sacred Fire at the Sister Margaret Smith Centre for staff and clients. The Sacred Fire continued burning during the course of the week and was tended to be Firekeepers, Elders, and members of both the Indigenous Health Team and the Indigenous Health Education Committee. Over 400 people visited the Fire and made offerings this week to honour the children who never made it home from Residential Schools, as well as the individual survivors, their families, and communities who continue to live with the effects of Residential Schools today.

On September 27<sup>th</sup>, a Sunrise Ceremony was held to kick off the week and light the fire. Kelli O'Brien, St. Joseph's Care Group's President & CEO, spoke to the importance of the Sacred Fire in our journey towards reconciliation together with Indigenous Peoples and creating a better future for Indigenous clients. Members of both the Elders Advisory Council and the Indigenous Health Education Committee also spoke to the importance of the Fire and gave thanks to those who participated in the early-morning ceremony.

To close out the week, a ceremony was held on September 30<sup>th</sup>, otherwise known as National Day for Truth and Reconciliation. The ceremony highlighted words from almost every member of the Elders Advisory Council, many of whom had personal experiences with the Residential School system. The ceremony also featured multiple dances with jingle-dress dancers and singers playing the Grandfather Drum. The day was difficult for many, and several attendees left the ceremony wiping away tears. The Indigenous Health Education Committee is grateful to everyone who visited the Fire and made a tobacco offering during the week, and hopes that events such as these will continue the healing journey for many clients, staff and family members across the organization.