

Leadership Team Report

November 2022



Mission Moment

"My husband is currently a resident of Hogarth Riverview Manor. Prior to that, he spent a year and a half at St. Joseph's Hospital before transferring to the Transitional Care Unit to await a bed at Hogarth Riverview Manor. For the past five years, I have attended his breakfasts and stayed for most lunches because he requires total care.

This morning, I saw a stores worker spend a friendly few minutes engaging with two residents while she was on our unit. She escorted a visually impaired resident to their table and spoke briefly with the resident whose name she knew.

After she finished taking stock in the supply room I asked for her manager's name, explaining that I was planning to let manager know that I was happy with what I had seen. She said she used to be a Personal Support Worker and she was just doing her job. As a retired Registered Nurse, small gestures like that mean a lot to residents and are a joy for me to see. I appreciated very much what I saw today and encouraged her to keep up the good work."

~ Submitted by HRM Manager on Behalf of the Spouse of a Resident



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

Keeping Couples Together in Long-Term Care

There are many challenges for people making the transition into long-term care, especially when placement in long-term care meant separation from their spouse. For couples who can remain together, it not only adds to their happiness, quality of life and social wellbeing, but also helps to decrease responsive behaviors sometimes associated with the feelings of social isolation and separation. Both of St. Joseph's Care Group's long-term care homes work closely with families and clinical teams to reunite spouses whose admission meant living separately.

The reunification process often happens in stages, starting with the Home's admission teams working closely with Home and Community Care Support Services North West. Within our Homes, we collaborate with staff, residents, and families to ensure that spouses can dine, visit, and participate in activities together, while internal moves are planned.

During the month of October, Hogarth Riverview Manor successfully reunited two couples: one couple to the same unit, and the other into a shared set of rooms – with one being their living room and the other their bedroom. One resident commented: "Thank you. I have been sleeping with my husband's picture under my pillow since I moved into Hogarth. We have been married for 70 years. I now am able to sleep beside my husband again, holding his hand between our beds."

Client Move from Long-Term Care to Seniors' Supportive Housing

Prior to 2021, no long-term care homes in the Northwest Region were prepared to accept clients who required daily methadone administration. However, in the Spring of 2021 after several months of planning in partnership with community and long-term care physicians and pharmacies, as well as Home and Community Care, a client who required daily on-site methadone administration moved into one of our homes. Over a year and a half of working hard and being supported the client progressed to the point that they no longer require long-term care. The client transitioned to supportive housing in October 2022. Because of the processes that were developed, including Janzen's Pharmacy policies and practices, both LTC homes will now admit clients who require daily methadone administration.

Enhancing Care Program – Building the Capacity for People to Care for Loved Ones Living with Dementia

St. Joseph's Care Group's Specialized Geriatric Services received permanent funding from Sinai Health in August 2021 to implement the Enhancing Care (EC) Program and began the program development at that time. The EC program is grounded in the Sinai Health - Reitman Centre's evidence-based skills training and emotional support interventions, through one-to-one services and group programming for people providing care at home for loved ones living with dementia. There are two types of group sessions: CARERS (Coaching Advocacy Respite Education Relationship Simulation) and TEACH (Training Education and Assistance for Caregiving at Home). Both programs are coordinated by a specially trained nurse known as an *Enhancing Care Clinician* who facilitates the training sessions.

The CARERS group focuses on practical skills and emotional supports needed to care for people living with dementia. It teaches a structured approach to address problems and coaches care partners in communication skills through the use of simulation. The skills gained from CARERS will provide care partners with strategies for keeping a meaningful relationship with the person living with dementia. The first 8 week CARERS program launched in October.

The TEACH group focuses on common care giving themes such as self-care, system navigation, the changing relationship and planning for the future. This past spring the EC Program launched its first 4 week TEACH group where six care partners completed the program.

The pandemic presented some challenges to recruit and build a referral caseload through self-referral or client's health care provider earlier in the year. Currently, the goal is to offer a new series for one of the two programs each quarter and as referral volumes grow offer both programs each quarter.

The addition of the EC program to the basket of Specialized Geriatric Services provided by SJCG will enable care partners in Thunder Bay to have in-person access to a caregiver program. Most importantly, care partners will have access to resources to feel empowered in their caregiving role and, in turn, be able to support their loved one longer in the community.



Homes for Special Care Modernized to Community Homes for Opportunity

Modernization of Homes for Special Care (HSC) began provincially in Ontario in 2017, with a focus on recovery-oriented services that are flexible and build client independence. The HSC program supported by St. Joseph's Care Group (SJCG) was included in the final phase, officially becoming the Community Homes for Opportunity (CHO) program this past summer. Through a transfer payment agreement and regular reviews, SJCG CHO works collaboratively with private homeowners to ensure that they provide housing, meals and support services in two private home settings for people living with serious mental illness who require up to 24-hour supportive care. The CHO nurse and social worker provide direct care to clients while also assisting them with system navigation in the community.

Regional Rehabilitative Care Program Outreach Team Launches New Shared Care Referral

The Regional Rehabilitative Care Program Outreach team launched the Shared Care service on October 15, 2022. Shared Care service provides access to specialized rehabilitative care expertise (physiotherapy and occupational therapy) and support for rehabilitation providers within Northwestern Ontario, across the continuum of care, to elevate the level of care locally and facilitate comprehensive care at home. Referrals will be accepted via fax or e-referral. There is no cost to partners for this service. Consultation is available over the phone, by video, or in person.

The Regional Rehabilitative Care Program Outreach team recently welcomed occupational therapist Linda Sanzo, covering vacancies at both The McCausland Hospital and Wilson Memorial Hospital as of September 15th, and physiotherapist Julie Adams Hawkins as of October 20th, covering the vacancy for outpatients of The McCausland Hospital.



LEADS the Way Graduates

As a strategic goal to grow leadership capacity throughout the organization, St. Joseph's Care Group (SJCG) has invested deliberately in creating an internal program, one that is rooted in evidence, to develop our internal leaders. Based on the Canadian College of Health Leaders, LEADS in a Caring Environment leadership capabilities framework, our in-house LEADS the Way program has become a hallmark of what leadership looks like at SJCG. On October 19, our second SJCG LEADS the Way Graduation was held. The virtual ceremony celebrated the achievements of 36 LEADS the Way graduates, our newest Organizational LEADS Facilitator, and two Certified Health Executives. In total, SJCG has celebrated 63 graduates of the LEADS the Way program. Congratulations to all on these exciting leadership accomplishments!

Best Practice Spotlight Organization (BPSO®) Designation 2022-2024

St. Joseph's Care Group (SJCG) has been awarded the Registered Nurses Association of Ontario (RNAO) Best Practice Spotlight Organization (BPSO) Designation for 2022-2024. SJCG began its journey to become a BPSO beginning in 2015 and received our initial designation in 2018.



It is through the delivery of research and evidence-based practice that SJCG creates work environments that enable clinical excellence. During the 2020-2022 BPSO designation period, SJCG implemented the Developing and Sustaining Nursing Leadership Best Practice Guideline (BPG), which led to the introduction of the LEADS the Way Lite program to build leadership capacity at the point of care. In addition, recommendations stemming from the BPG "A Palliative Approach to Care in the Last 12 Months of Life" were implemented in long-term care at Hogarth Riverview Manor.

Over 120 clinical staff are trained as RNAO BPG Champions, and help support ongoing implementation of the RNAO Best Practice Guidelines.

Adult Palliative ECHO

As part of the Palliative Care Extension for Community Healthcare Outcomes (ECHO), the North West Regional Palliative Care Program and Centre for Education for Research on Aging and Health have delivered three of six sessions on *Supporting Journeys to the Spirit World: Embracing a Two-Eyes Seeing Approach to Caring for Indigenous Peoples*.

The first three sessions have focused on the following themes: creating opportunities for culturally safer care; Journey to the Spirit World - Indigenous approaches to caregiving for those who are seriously ill; and Journey Home - understanding the grief experience of Indigenous Peoples. Each ECHO session begins with a presentation followed by a case study that participants discuss to provide suggestions and feedback that could assist in the management of the presented case.

The first three sessions have attracted participants from across the country including the provinces of British Columbia, Alberta, Manitoba and Ontario.



PR Cook Adding Supported Units

Through new funding from Ontario Health North, PR Cook will be able to add up to ten new supported units over the 2022/23 fiscal year. The new supported units will become occupied through attrition: as units previously housed by individuals who did not require support services become available, the Housing Facilitator matches those units to new tenants who require services.

To accommodate the increase in overall services provided, support staff schedules and rotations have been redeveloped. The dinner program is undergoing restructuring with input from the Food Committee, Nutrition and Food Services and Support Services to increase capacity through two dinner services.

With this additional funding, 135 of PR Cook's 181 apartments will now be supported units.

Financial Benchmarking Initiative Launched

St. Joseph's Care Group' current strategic plan contains an action related to demonstrating our efficiency through the use of financial benchmarking. The Planning and Performance team recently completed an extensive financial analysis that assessed the performance of 47 program areas for 2019/20 and 2020/21 fiscal years. Results for St. Joseph's Care Group were evaluated relative to peer organizations from across Ontario.

The benchmarking study concluded that 88% of the St. Joseph's Care Group program areas evaluated were efficient when compared to peers. The Planning and Performance team is currently meeting with each division to review the detailed results contained within the report. Departments will leverage this benchmarking program as they develop their 2023/34 operating budgets.