

## Mission Moment

'Thank you' seems inadequate to express my gratitude for the work that your dedicated group of professionals has done for me. Competence, together with caring about your patients and the quality of your work, is a powerful combination. I consider it a blessing to have met you all. I needed help and I got it. My leg is still a work in progress but there is light at the end of the tunnel.

~ Client of St. Joseph's Hospital's Wound Care Clinic



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

### An Update on Willow Place

In July 2022, St. Joseph's Care Group and system partners identified that a community-based transitional care unit would be the most effective use of a vacant 32-bed unit at Hogarth Riverview Manor. Known as Willow Place, the unit began operation in October 2022. The following are points of interest from the first 8 weeks of operation:

- There have been 37 referrals resulting in 18 admissions. Initially, we experienced a number of referrals not meeting the admission criteria for Willow Place. As the partners have become more familiar with admission criteria and transition processes more refined, we have seen improvements.
- A total of 3 clients have been successfully discharged to community settings, including to their own home, supportive housing or long-term care.
- Clients have ranged in age from 24 to 98, and have presented with a wide variety of needs.

To make best use of available capacity and meet another identified need in the community, 3 beds within Willow Place will be designated as respite beds effective December 12, 2022.

## Indigenous Health Anti-Racism Anti-Hate Grant Funding

In 2020-2021, St. Joseph's Care Group conceptualized and brought to life *Repairing the Sacred Circle: An Indigenous Cultural Awareness and Education Primer*. Initially launched across St. Joseph's Care Group, the team were able to refine this fulsome education, training, and toolkit, allowing participants to translate knowledge within their own workplaces to create a culturally safe space suited to culturally-responsive trauma informed care.

Our Indigenous Health Team has been working with Children's Centre Thunder Bay on this initiative since September of 2021, offering 94 group programs, 18 educational events and ceremonies, and 29 team visits. It's led to further partnership and connections. For instance, our Cultural Practitioners have engaged in various methods of Traditional Healing while working with the Children's Centre. They also meet regularly with Oshkiniikidjig Miikanens – Youth Path of Life - Youth Cultural Group, which supports individuals 12-18 years of age, along with Day Treatment Programming, teachings at Short Term Assessment and Treatment (STAT) units, and Individual Youth Referrals offering cultural guidance during their healing journey.

*Repairing the Sacred Circle* has been gaining attention and recognition. In November, St. Joseph's Care Group received \$100,000 over two years (2022-2024) from the Ministry of Citizenship and Multiculturalism's Anti-Racism Anti-Hate Grant Program. Leveraging *Repairing the Sacred Circle*, the grant will allow us to expand the delivery of community-based anti-racism initiatives through partnership to increase awareness of systemic racism and build the organizational capacity needed to recognize, act on, and prevent occurrences of racism and hate.

Partnership ceremonies have also been completed with Shkoday and Options Northwest, with collaboration on organizational education and service support currently underway.

## Community Rehabilitation Worker First Graduating Cohort

Earlier this year, we reported on the development of a new curriculum that will increase access to care for people who have returned to their home community and would benefit from continued rehabilitative care supports. On November 25, 2022, the first six graduates of Community Rehabilitation Worker program received their Certificate of Achievement from Confederation College. The graduates, who are from Sandy Lake, Eabametoong Lake and North Caribou and Sandy Lake First Nations, are now ready to support rehabilitation needs within the community, bringing care closer to home.

This innovative program would not be possible without the partners who contributed to the development of a new era of health care provider programs including Northwest Regional Stroke Network, Lakehead University Health Sciences and School of Kinesiology, Confederation College, Eabametoong, Sandy Lake, North Caribou Lake and Michikan Sakahegun First Nations, Windigo Tribal Council and Indigenous Services Canada Home and Community Care Ontario Branch.



Planning is currently underway for a second cohort of Community Rehabilitation Workers. Engagement with Windigo Tribal Council Home and Community Care nursing staff and Health Directors is taking place to discuss their support for the new role and recruitment of community members in the next cohort class.

## Frailty Identification and Transition to Geriatric Assessment and Rehabilitative Care Program (FIT Program)

St. Joseph's Hospital's Geriatric Assessment and Rehabilitative Care (GARC) Program has completed a review and redesign of the current Assessment Bed model. A new model, named the Frailty Identification and Transition to GARC Program (FIT Program), will be piloted from December 1, 2022, to March 31, 2023. It was developed in collaboration with our partners at Thunder Bay Regional Health Sciences Centre (TBRHSC), and in consultation with the broader GARC team.

FIT will support older adults over the age of 65 who are screened and assessed for frailty and risk in the emergency department to be considered for a Direct Admission to the Geriatric Assessment and Rehabilitative Care unit at St. Joseph's Hospital. The FIT program will incorporate additional staffing including Personal Support Workers, Therapeutic Recreationists and additional Nursing staff on GARC, and will also include a new component at TBRHSC in the emergency department by hiring an Occupational Therapist and Physiotherapist to work part-time directly in the emergency department to support early assessment and identification.

The purpose is to support timely transition of frail older adults to the right care at the right time in the right place; decrease the length of stay of older adults in the emergency department; reduce Alternate Level of Care at TBRHSC and St. Joseph's Hospital; and provide timely opportunities to support frail older adults to remain as independent as possible living in the community and potentially delay the need for long-term care.



## Health Excellence Canada Invests in St. Joseph's Care Group Long-Term Care Homes

Healthcare Excellence Canada (HEC) collaborates with people and organizations across Canada to spread innovation, build capability and catalyze policy changes that improve healthcare safety and quality. This organization has recently invested in St. Joseph's Care Group (SJCG) through two staff development initiatives:

1. HEC has committed to \$10,000 in seed funding through its *Reimagining LTC: Enabling a Healthy Workforce to Provide Person-Centred Care Program*. Through this program, homes are supported to develop and implement improvement work that builds better care with – and for – people living and working in LTC. In addition to the funding, HEC will provide coaching support from January to December 2023.

As well, 26 Therapeutic Recreationists will receive *Dementiability*® training, which will enable development of resident-specific programs to improve quality of life, decrease responsive behaviours and potentially result in measurable improvements on key quality metrics.

2. SJCG was also chosen to participate in *Safety Conversations* facilitated through HEC. This will include four 90-minute **Learning Sessions** that brings together experts and peers from across Canada; **Action Periods** where teams work on tasks assigned at the end of each learning sessions; two virtual **Team Coaching Sessions with HEC**; and a **Formal Evaluation**. Full teams, including managers, point-of-care providers, residents and care partners, will be engaged in this highly structured program, with clearly defined objectives and expectations.



## Addictions & Mental Health Physicians Provide Provincial, National and International Leadership

Dr. Hadi Shojaei, Medical Director of the Chronic Pain Management Program, recently published an article in the peer-reviewed international general medicine journal, BMC Health Services Research, titled "*Evolution of a Chronic Pain Management Program in a Northwestern Ontario Community*," a descriptive case study which includes an overview of the Chronic Pain Management Program at St. Joseph Care Group.

Dr. Jack Haggarty, Senior Medical Director of Addictions & Mental Health, presented on measurement-based care and improving access to mental health services at the Canadian Psychological Association Conference. Participants left the session with a draft implementation plan for measurement-based care within their practice or organization and potential opportunities to improve access through integrated care models, collaborative team-based care, technology-enabled care, and care in non-traditional settings. Dr. Haggarty, in his role as Northern Ontario School of Medicine Psychiatry Chair, co-lead an Academic Chairs in Psychiatry of Canada statement, which was released November 23<sup>rd</sup>, asking for a pause in implementation of Medical Assistance in Dying (MAiD) for sole reason of mental disorder.

Dr. Greg Carfagnini, Medical Director of Concurrent Rehabilitation Services and Dr. Katie Anderson, Medical Director of Mental Health Outpatient Program, have been selected as Regional Clinical Leads with Ontario Health's Mental Health and Addictions Centre of Excellence.

### **Ontario Health Eating Disorders Quality Standard Advisory Committee**

Karen Degagne, Team Lead with the Eating Disorders Program, was invited to participate in the newly established Eating Disorders Provincial Advisory Table. Ontario Health's Mental Health and Addictions Centre of Excellence is establishing this Provincial Advisory Table to provide recommendations for the development of a standardized, evidence-based, and high-quality provincial eating disorders program. The benefits of this table will be to ensure that services are delivered consistently across the province, integrated with the broader health system, are easily accessible, and are responsive to diverse needs of people living in Ontario.

### **Implementation of Standardized Solution to Support Move Requests and Physical Space Planning**

During the Master Planning process, an opportunity to improve the way program areas space is requested and actioned was identified. It was noted that the existing process required a high level of manual intervention, involved a variety of informal tools and requisitions, and did not have consistent documentation, approvals or tracking.

In response, an integrated move request tool was developed and launched in November 2022. With this new once-and-done solution, users can request everything from basic furniture moves to entire department relocations to alternate sites via a single form. The move request tool will enhance space planning as it will ensure building services has a real time database of staff work locations and space that is available for occupancy. It also is a building block that is required for the complex space planning activities contemplated within the broader Master Planning initiative.