

Leadership Team Report

March 2023



Mission Moment

As members of the Board of Directors, we are given the opportunity to visit St. Joseph's Care Group's (SJCG) sites. It's a chance for us to see firsthand the places and programs that we may not have had direct experience with ourselves, and an opportunity to connect with people on the frontline of care including staff, volunteers, clients and their families.

It was on one of those tours that I had the good fortune to see personally what care looks like in real terms – not just the numbers and reports that we see at our Board meetings. My tour at Hogarth Riverview Manor took place on Valentine's Day 2023. While in one of the resident home areas, a gentleman approached me. After chatting for a little bit, he gave me a card with a message of happiness signed by himself and his wife.



In the November 2022 SJCG Leadership Team Report to Board, we heard about the importance of keeping couples together in long-term care. The card I received was from one of those couples. Not only did I see the shared set of rooms this couple have – one set up as a living room, and the other as their bedroom – but I also saw the difference it made in their quality of life.

The pure joy of living together as a married couple touched my heart, and made me feel that we helped them by following our Mission, Vision and Values.

Roberta Simpson, Member of St. Joseph's Care Group's Board of Directors



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

Successful Conclusion of the Isolation Shelter Service

In March 2020, within days of the pandemic being declared by the World Health Organization, need was identified for people who are experiencing homelessness or underhousing to be able to self-isolate. Designed to expand and contract based on demand, the Isolation Shelter was established in partnership with health and social organizations, creating safe spaces for people to voluntarily self-isolate. The people who chose to voluntarily self-isolated received not just the care they needed, but they also protected their communities and loved ones from the virus while preserving health system capacity for those who required hospitalization.

Over the past three years, the Isolation Shelter supported more than 2,300 admissions. In recent months, demand for safe voluntary isolation spaces has decreased due to a number of factors. January 7, 2023, was a milestone: it was the day that the final client was discharged, and the Isolation Shelter closed.

The Isolation Shelter was a success because of the commitment of numerous partners, together with funding through the Public Health Agency of Canada, dedicated staff, and especially the people who made the decision to isolate.

Here for Our Partners

Lymphedema Self-Management Pilot Program

Lymphedema is a chronic medical condition caused by clogging of the lymphatic system resulting in extreme swelling and susceptibility to infection. Individuals experience recurrent infections, pain, limb heaviness and discomfort, decreased physical mobility and functional limitations in both home and work environments. St. Joseph's Hospital's Outpatient Rehabilitation team received one-time funding to pilot a lymphedema self-management program. With no other program available in the region, the goal is to address the unmet needs of clients living with non-cancer related lymphedema.

The 3-month pilot program runs from January through March 2023, and offers 10 weeks of group exercise sessions twice weekly, as well as virtual education lectures weekly and teaching self-management strategies such as bandaging, massage, exercise and aqua-lymphatic or pool therapy. Clients also have monthly individual follow up sessions with our wound care physician. Expected outcomes are improved quality of life, prevention of disease progression with early identification and treatment, and diversion and avoidance of regular wound clinic visits.

At the time of this report, 18 clients are enrolled in the program and already experiencing life-changing results. Many clients expressed they have waited for such self-management programs and are happy to have options for care. One client is a healthcare worker at SJCG and was thrilled to participate in the program due to significant struggles with lower leg edema.

Here for Our People

Wake the Giant Culture and Inclusivity Training

On Friday, February 24th, 2023, St. Joseph's Care Group and Thunder Bay Regional Health Sciences Centre announced their partnership with Wake the Giant, committing to a healthcare system where Indigenous Peoples can expect to be welcomed with respect, where everyone is treated with dignity, and where no one who needs care second-guesses whether they will be safe.

Wake the Giant is a cultural awareness project aimed at creating more welcoming and inclusive spaces for Indigenous Peoples, youth and communities in the city of Thunder Bay. A *Culture and Inclusivity* training module was developed by staff and students from Dennis Franklin Cromarty High School, and the Northern Nishnawbe Education Council. It's a 30-minute online module that all 5,500 health care staff from both organizations will complete, giving them applied knowledge and tools to identify and address racism. On completion of the training, staff will receive Wake the Giant logos to add to their identification.

The decision to partner with Wake the Giant was not taken lightly. We wish to send a message of appreciation to Ogichidaa Onaakonigewin – the Elders Council that provides guidance to SJCG, as well as the Indigenous Health Education Committee. They have supported us on our own journey of Walking with Humility, and it was through their vision and foresight in establishing foundations through teachings, education, process and appropriate spaces ceremony that we – as an organization – felt ready to join Wake the Giant.



When the Well is Dry – Supporting Healthcare Professionals

Recognizing the unprecedented pressures that are placed on health and helping professionals, the Regional Palliative Care Program, in partnership with the Centre for Education and Research on Aging & Health, offered a workshop aimed at supporting health providers' own wellness.

"When the Well is Dry" was a workshop for health and helping professionals on compassion fatigue, vicarious trauma and self-care. The virtual workshop was delivered on January 26, 2023, with 30 participants from a variety of disciplines across the region in attendance. Participants learned ways of identifying early warning symptoms along with practical strategies to support self-care. The feedback from workshop participants was positive, with many indicating the workshop was appreciated and very timely.

Long-Term Care Safety Action Series Initiative

Hogarth Riverview Manor (HRM) participated in a four-month Health Care Excellence Canada (HEC) initiative titled, 'Safety Action Series.' HRM implemented the pilot project on one resident home area (3 South) between October 2022 and February 2023. Based on a recommendation from HEC, HRM was invited to present at an Ontario Health webinar on February 7, 2023, to share how the team had leveraged the daily quality improvement huddles on the unit to incorporate proactive discussions about safety among staff, and between staff and residents. Over 175 primary care, acute care and long-term care participants from across Ontario participated in the webinar. The safety huddle component will be implemented within all HRM units in April 2023 and to Bethammi Nursing Home in the coming spring/summer.



Accreditation Qmentum Global Program

In February, managers at St. Joseph's Care Group got a 'first glimpse' of the new Qmentum Global Continuous Assessment Program. Continuous Assessment reduces peaks of intense pressure by spreading the assessment over the course of the Accreditation cycle, and reinforces the embedding of quality improvement as part of our daily practice.

Over the four years leading up to the on-site survey in 2026, annual milestones will be achieved including participation in two new Accreditation assessment methods: Attestation and Virtual Assessment. The first phase (June 2023) of the continuous program will include self-assessments of the following Core Standards: Governance, Leadership, Medication Management, Infection, Prevention & Control, and Service Excellence. Members of the Management Team will participate in the Leadership Standards self-assessment. Following completion of the self-assessment, the results will be analyzed and areas prioritized for improvement will be included within a Quality Improvement Action Plan.

Centre for Applied Health Research Showcase

On Friday, February 10th, 2023, St. Joseph's Care Group's Centre for Applied Health Research (CAHR) hosted the 18th Annual Showcase of Health Research.

Bringing together more than 200 professionals, students and researchers from organizations such as Lakehead University, Northern Ontario School of Medicine (NOSM) University, Children's Centre Thunder Bay, Thunder Bay District Health Unit, and St. Joseph's Care Group, participants had the chance to engage with innovative and relevant research happening right here in our region. This year's event featured research from 22 different organizations, including 7 oral presentations and over 25 poster presentations.



Feature: St. Joseph's Care Group Gentle Persuasive Approach Presentation at Showcase

The Hogarth Riverview Manor (HRM) Life Enrichment Manager, Behavioural Support Unit Manager and Quality team hosted a poster presentation at Showcase to demonstrate how the Gentle Persuasive Approach (GPA) training imparted to staff has

improved resident outcomes, including responsive behaviour and social isolation measures, both of which contribute to Resident Quality of Life.

GPA teaches caregivers of people living with dementia various strategies to diffuse responsive behaviours and reduce the risk of harm to the client, other clients or the caregiver. In addition to initial GPA sessions, staff will complete refresher courses every two years. To support staff working in Seniors' Supportive Housing, the client counselors at Sister Leila Greco Apartments and Willow Place have become certified GPA trainers through the Advanced Gerontological Education Institute. Approximately 125 staff members will be trained across the Supportive Housing sites over the coming year.