

Leadership Team Report

May 2024



Mission Moment

Since opening in October of 2022, Willow Place has provided temporary transitional housing for over 82 clients who are waiting for a variety of housing opportunities in the community. Client and family feedback of the model has been very positive. Recently, a new client admitted to Willow Place had their own room, own bed, and own bathroom for the first time in a long time as explained to the team upon intake by the client. The client had experienced homelessness throughout their adult life and was very grateful for this opportunity, even though it is a transitional setting, and is looking forward to eventually having their own place. The model of care at Willow Place provides a great opportunity to provide clients with a good quality of life in an appropriate care environment while they wait for their next place of care or residence in the community.

~ Hogarth Riverview Manor's Willow Place Team



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

Behavioural Support Worker Impacts Quality of Life for People with Long-Term Brain Injury

St. Joseph's Hospital's Inpatient Physical Rehabilitation welcomed a new role to the unit. Known as Behavioural Support Workers (BSW), two new team members provide direct care to clients with responsive behaviours due to Acquired Brain Injury (ABI). The BSWs provide shared care with the client's primary nurse for up to three clients at a time, supporting the client's wellbeing by providing them with individual attention from a consistent, trained staff person, as well as leisure activities and practicing behavioural management strategies in consultation with the care team.

The BSWs are already making a positive impact. A long-term client with a history of responsive behaviours who has been working directly with the BSWs has experienced significant improvement. The client now remembers their names and talks about them despite having a very limited memory for other life details. The BSWs have found ways to make the client feel special, framing a puzzle that they completed for display in their room and packaging up new clothing items that were purchased for them as if they were Amazon deliveries for them to open. The stability of having dedicated, trained staff available to support this client has made a significant improvement in the client's quality of life.

The Joy of Cooking at Bethammi Nursing Home and Lodge on Dawson

The Nutrition & Food Services team at St. Joseph's Heritage has introduced an innovative approach to breakfast meal service. In October 2023, the Food Service team began monthly live-cooking sessions within the serveries at Bethammi Nursing Home featuring made-to-order eggs and pancakes. It's a feast for the senses! The smell of freshly-prepared food greets visitors as soon as they step off the elevator, and entices residents from their rooms. Just like you would do at home, the residents and Food Services workers interact while preparing a made-to-order meal, sharing stories and laughter.

Residents have their say. Initially, the menu featured omelettes and fried egg, but through their suggestions, poached eggs have been added to the menu. Residents are thrilled. They truly appreciate the opportunity to choose and customize their meals and ingredients, saying that it makes them feel more like they are eating at home.

In December 2023, a similar live-cooking session was held for clients offsite at the Lodge on Dawson. Clients learned to prepare omelettes using their own choice of ingredients, and enjoyed watching and learning from Food Services staff.

The Nutrition & Food Services team appreciates hearing client feedback and is committed to ongoing adaptation of our services to further enhance the dining experience for all of our clients.

Behavioural Support Transition Unit Transformation



The Behavioural Support Transition Unit at Hogarth Riverview Manor (HRM) provides specialized care to individuals with responsive behaviours associated with dementia, complex mental health and other neurological conditions. Recent investments are already improving the quality of life and engagement for the residents.

The home has installed 32 different wayfinding door decals within the unit. These door decals individualize each of our resident’s private room entrances, and offer familiarity when they are seeking their room. Aside from the wayfinding aspects, these bright and individualized doors have added a warm homelike environment and feedback from several residents, families and staff members is extremely positive.

In addition to the personalized door decals, two new pieces of activity equipment have been added. A new Ambient Activity Abby entertainment system has been installed within one of the existing common rooms. Residents have the ability to independently interact with this technology, complete entertaining activities and tasks, and provide themselves with meaningful engagement while minimizing opportunities to trigger responsive behaviours. This entertainment system helps alleviate feelings of boredom, loneliness and a loss of ability. The home also purchased a SciFit Step One Recumbent Stepper. This accessible Stepper will help to maintain range of motion, and effectively manage restless legs and unspent energy.



Our HRM team members are eagerly anticipating the next stage of our improvement project and are proud of this initiative as a positive environmental shift to better serve our current and future residents.

Dementiability Changes within Bethammi Nursing Home

People living with dementia are more prone to wander, exit-seek or become disoriented, and seeing doors and elevators can act as a ‘trigger’ that cues the desire to leave the home area. Through Ontario’s Local Priorities Fund, Bethammi Nursing Home installed door decals on elevators and locked exit doors. Decals create a distraction, enabling residents to more safely navigate with dignity in a homelike environment.

The elevators now resemble a beautiful wall of plants and our exit doors look like a very realistic bookshelf. Residents, families and staff are pleased with the beautiful decorations and brightness they bring to the home.



Crossroads Centre Welcoming Ceremony

On April 5th, 2024, 14 staff, and 7 Indigenous Health, N'doo'owe Binesi staff members gathered for a Traditional Indigenous Welcoming Ceremony to embrace the Crossroads Centre into St. Joseph's Care Group and to begin program relations in a good way. Brenda Mason, Elder in Residence, led the ceremony in prayer followed by Andrew (Drew) Nahwegahbow, Cultural Practitioner, Nanaandawe'ewin (Traditional Healing Program), Indigenous Health, who performed drumming and singing.

A Crossroads client, who recently graduated from the Sister Margaret Smith Centre live-in treatment program, brought a hand drum to the ceremony that another Cultural Practitioner Elton Beardy previously gifted him, and he introduced himself in his Anishinaabe language, which was a first to hear for Crossroad's staff. The ceremony was followed by a meal prepared by the Addictions Services management team and enjoyed by all. The clients and staff who attended the ceremony were all in positive spirits throughout the gathering and many shared their appreciation for the opportunity to come together in ceremony. An Eagle Feather was gifted by a Cultural Practitioner to Crossroads Centre clients as per their request to have an Indigenous sacred item to support their healing and recovery journey. Miigwech to the Crossroads Centre clients and staff for their inclusivity of Indigenous Health, N'doo'owe Binesi.



National Volunteer Week: April 14 – 20, 2024

Did you know that St. Joseph's Care Group has over 170 active volunteers? We appreciate them each and every day, and during National Volunteer Week, we celebrated together through special events across SJCG.

The theme this year is *Every Moment Matters*, highlighting the importance of every volunteer and each contribution they make at a moment when we need support more than ever. Several special events were offered to volunteers over the course of the week including a presentation about dementia from the Alzheimer Society, a talk entitled "Every Moment Matters" by Rebecca Johnson, and a yoga class to remind volunteers that they need to take care of themselves in order to take care of others.



The sharing of time, skills, empathy, and creativity is vital to the inclusivity, strength, and well-being of our communities. Please take a moment to thank our volunteers whenever you see them.

Staff Education in Seniors Supportive Housing

A series of educational sessions were delivered throughout March to staff who work at PR Cook, Sister Leila Greco, and Willow Place. The topics were chosen by staff as areas of growth and knowledge and included:

- Supporting clients who use substances;
- Community mental health supports;
- Working with the Indigenous Health Team to support clients;
- Hospice North West services;
- Advanced care planning;
- Supporting clients with Alzheimer's and/or dementia;
- Preventing elder abuse; and
- Teambuilding activities.

A total of 80 staff participated and the evaluation feedback was very positive. Sessions like this will continue to be offered by the Supportive Housing team in the spring and fall.

Here for Our Partners

Building Capacity: Northern Ontario First Nation Home & Community Care Network's 4th Annual Gathering

From February 13-15th, 2024, the North West Regional Palliative, Rehabilitative, Seniors' and Wound Care Program managers participated in the Northern Ontario First Nation Home & Community Care Network's 4th Annual Gathering. Regional Rehabilitative Care Program manager Denise Taylor was a member of the Gathering's planning committee.

This event brought together over 150 Home and Community Care workers, Nurses, Personal Support Workers (PSW), Community Rehab Workers, and Health Directors from across the North West and North East regions. The conference program featured capacity-building sessions from three of SJCG's North West Regional Programs:

- Regional Seniors' Care Program - "Senior Friendly Care at Home: Tips for Supporting Elders with Common Age-Related Changes and Dementia"
- Regional Palliative Care Program - "Supporting Successful Conversations When There is a Change in Health Condition"
- Regional Rehabilitative Care Program - "Transfer and Mobility Skills Lab"

The sessions focused on education and training, increasing the capacity of Indigenous Health Service providers to support older adults, individuals encountering a rehabilitation journey, and people with life-limiting illness or disease in northern, remote, and Indigenous communities. It was an opportunity for over 50 Home & Community Care PSWs and Home Care Workers who provide in-home support to more fully understand the difference between delirium and dementia and the potential causes of delirium.

Each of the regional programs hosted engagement booths to share relevant activities of the programs, answer questions, and build and strengthen relationships. For example, the Regional Wound Care Program booth provided information and updates about the Lower Limb Preservation (LLP) project and distributed over 80 foot care kits, 10 offloading shoes, and 75 monofilaments to participants from remote communities as part of the Foot Care campaign. This engagement also resulted in a limb preservation skills lab being organized for Indigenous Service Providers.

Frailty Identification and Transition (FIT) Geriatric Emergency Management Nurse Pilot

In 2023/2024, SJCG was able to continue to advance and enhance the scope of the Frailty Identification and Transition project in partnership with Thunder Bay Regional Health Sciences Centre. The SJCG Occupational Therapist and Physiotherapist embedded in the Emergency Department (ED) provided 576 assessments and made 410 recommendations for Rehabilitative Care. Through additional short-term funding support received in February, the program expanded to include a Geriatric Emergency Management Nurse who assessed 59 patients over the age of 65 in the ED in collaboration with the Physiotherapist and Occupational Therapist and demonstrate the value integrating the evidence based practice in the care of the older adult.

Here for Our Future

AdvantAge Conference 2024

Randy Middleton, Administrator of Bethammi Nursing Home and Director, Supportive Housing presented at the AdvantAge 2024 Annual Conference. The presentation focused on Willow Place, and covered the following aspects of care:

- The success in developing a transitional congregate supportive housing unit filling a system gap, providing benefits such as regular meals, recreation activities and Support Service Worker assistance for those residents whose needs fall between supportive housing and long-term care.
- Understanding how this model fulfils unmet needs in the system, including appropriate service for people waiting for alternate housing or requiring long-term care in the future, and its value in improving health system flow.
- Providing insight into the resources required to initiate a similar project, the process for opening and the positive impact the model has had on residents' quality of life.

The conference had over 1200 delegates from across the province and Randy's presentation was very well attended.

Review of Temporary Agency Nursing Contracts

The organization currently and historically contracts with temporary nursing agencies (Agency) for Registered Nurses, Registered Practical Nurses, and Personal Support Workers (PSW) to supplement its own staffing compliment. Agency services are and remain necessary due to a provincial and national shortage of professional nurses and PSWs.

As part of the organization's ongoing contract management, risk management and "value for money" processes, a review of the Agency services was initiated in February 2024. In partnership with clinical teams, Procurement & Strategic Sourcing undertook a review of four of the organization Agency contracts, resulting in the renegotiation of the contracts to the benefit of the organization. These benefits include:

- Reduced hourly rates for services;
- Improved terms for the organization to recruit Agency staff;
- Cost sharing of orientation / site specific Agency staff training; and
- Framework for an ongoing collaborate partnership with vendor community.

Agency contracts will continue to be a focus of the organization's contract management processes acknowledging that Agency services have been identified as an organizational risk.