

Mission Moment

Under Silver Stars: A Winter Afternoon of Joy

On Friday, January 30, Hogarth Riverview Manor's Town Hall was transformed for the Snowball Dance, a joyful afternoon that beautifully reflected our mission. Streamers and silver stars sparkled as entertainer Rodney Brown filled the room with classics, oldies, and folk music. Residents were joined by friends, family members, and even a few beloved



pets. Popcorn and punch were shared as couples danced, parents swayed with children, and residents and staff moved together in the spirit of the moment, while snow fell gently outside.

At the end of the dance, a couple who had recently moved in shared that they were surprised to discover that not a single day goes by without something thoughtfully planned at the Home. For staff, fostering connection and belonging is at the heart of the care and community they create at Hogarth Riverview Manor.



- Submitted on behalf of Hogarth Riverview Manor

Drive High-Quality People-Centred Care

Strong Teams, Stronger Care: A Journey to from Regulatory Challenges to Sustained Excellence



St. Joseph's Care Group has been providing long-term care since 1979, beginning with the opening of Bethammi Nursing Home and later Hogarth Riverview Manor. In 2017, both Homes faced significant regulatory challenges with Bethammi Nursing Home managing multiple compliance orders (inspection orders requiring the Home to take specific actions within a set timeline), and Hogarth Riverview Manor escalating from compliance orders to a Mandatory Management Order.

These circumstances did not reflect the quality of care we wanted for residents or the supportive environment we wanted for staff. They highlighted the need for a system-level approach to strengthen care, reduce risk, and support people-centred operations.

Our initial focus was on creating strong, consistent systems and stable leadership to support residents and staff. Both Homes implemented structured processes to track, document, and monitor care practices and operational requirements. Clear standards, defined accountabilities, and consistent follow-up strengthened internal oversight and provided transparent evidence of continuous improvement during Ministry of Long-Term Care inspections.

This stability gave teams clarity, confidence, and predictability in their daily work. Compliance shifted from an episodic, inspection-driven activity to a consistent, embedded part of daily care delivery, supporting sustainability, reducing organizational risk, and enabling staff to focus on resident-centred care. The implementation of the PointClickCare documentation system further enhanced oversight through enhanced access to resident information and care delivery modules.

Also implemented was a Quality Improvement Program that became a central mechanism for maintaining excellence at all levels of care delivery. Regular quality and compliance meetings helped identify trends and address risks proactively, while reinforcing accountability. Staff engagement fostered a culture of shared responsibility, continuous learning, and ongoing improvement in both care delivery and operational practices.



The Mandatory Management Order was lifted at Hogarth Riverview Manor in September 2021. Since that time, both Hogarth Riverview Manor and Bethammi Nursing Home have continued to demonstrate strong regulatory performance:

- Hogarth Riverview Manor has undergone 31 onsite inspections resulting in seven compliance orders, which were resolved without further action. A Proactive Compliance Inspection (unscheduled inspection not precipitated by an incident report) in January 2026 concluded ahead of schedule, with one written notice (minor or isolated issue) promptly addressed.
- Bethammi Nursing Home has had 11 onsite inspections resulting in two compliance orders, which were resolved without further action. A Proactive Compliance Inspection in January 2026 showed no findings of non-compliance.

These outcomes demonstrate that by investing in strong systems, leadership, and a supportive environment for staff, we not only ensured regulatory compliance but also sustained our long-standing commitment to exceptional, people-centred care.

Nurture Our People

Strengthening the PSW Role Through Provincial Registration

St. Joseph's Care Group (SJCG) is taking an important step to further strengthen the role of Personal Support Workers (PSWs) and drive high-quality, consistent care across the organization.



By April 1, 2027, all existing PSWs employed by SJCG will be required to register with the Health and Supportive Care Providers Oversight Authority (HSCOPA). Going forward, new PSWs joining SJCG will be required to hold HSCOPA registration at the time of hire.

This change brings PSWs into a formal registration body, similar to other regulated health professions. Registration recognizes PSWs as a vital, skilled profession and connects them to a broader network of colleagues across the province. The provincial framework supports consistency in practice, strengthening the PSW role through adoption of leading practices and adherence to clear standards of practice.

To support a smooth transition, SJCG has put dedicated supports in place to assist current staff with the registration process. This change will not affect current PSW roles or responsibilities. This transition reinforces our commitment to creating the best possible environment for our staff to practice, and our clients to receive care.

Lead and Enhance Regional Specialized Care

SJCG Appointed Regional Coordinated Access Hub for Mental Health & Addictions

In January 2026, SJCG was named Northwestern Ontario's Coordinated Access Hub for Mental Health and Addictions.

Coordinated Access is part of a provincial approach designed to simplify how people enter the health system. Rather than navigating multiple processes, people and providers benefit from standardized pathways, improved coordination between organizations, and clearer accountability for how referrals are managed.

As the Hub for mental health and addictions, SJCG will work with partners across the region to support consistent referral processes, timely information sharing, and smooth transitions between services, helping ensure clients do not have to navigate the system alone. Coordinated Access will also improve health system accountability and monitoring of wait times for services, helping the province direct resources where they are needed.

Together, these changes aim to improve the experience of care while optimizing system capacity. By strengthening coordination and clarity across the region, more people can be connected to the right mental health and addictions services through a clearer, more consistent referral process, supporting timely and appropriate care.

Strategic Enablers

SJCG Participates in Pre-Budget Consultation

President & CEO Janine Black represented SJCG at the January 23, 2026 Pre-Budget Consultation in Thunder Bay, hosted by Ontario's Minister of Finance.

The presentation highlighted SJCG's distinctive integrated regional role, delivering services in mental health and addictions, long-term care, rehabilitative care, and supportive housing, while embedding culturally safe, Indigenous-led approaches to meet the needs of Northern populations.

It addressed the funding context for Northern healthcare, noting that recent government investments in northern hospitals, particularly in acute and emergent care, recognize the higher cost of delivering care in this region. A comparable funding approach for other sectors was emphasized, noting that upstream investment would reduce pressures on emergency departments and hospitals, improve health outcomes, and strengthen system sustainability.

Participation in consultations like this strengthens relationships with government decision-makers, ensuring that Northern health system perspectives are represented and that strategic investments align with the needs of clients, providers, and communities.

This engagement is a key part of SJCG's broader government relations strategy, which focuses on maintaining open dialogue with policy-makers, advocating for sustainable funding and system improvements, and positioning the organization as a trusted regional leader in health system planning and delivery.