Leadership Team Report

November 2026

Mission Moment

Take Our Kids to Work Day



On November 4, 2026, SJCG welcomed 13 students for Take Our Kids to Work Day, an annual opportunity to open our doors and showcase the many roles and career paths within healthcare. Students explored departments, met employees, and discovered the diverse skills that contribute to the care we provide.

For Kim Upton, SJCG's Manager of Employee Experience, Take Our Kids to Work Day was a full circle experience. As a Grade 9 student, Kim accompanied her mom, who worked as a clerk at the former Hogarth-Westmount site. Years later, Kim and her husband, Matt, SJCG's Manager of Environmental Services, shared that same experience with their own daughter, giving her a glimpse into the people and work that make up SJCG.

Just as Kim's early experience helped shape her own journey, we hope the connections made and possibilities discovered this year will inspire the next generation to find their place in healthcare - and perhaps one day at SJCG.

Submitted by Communications & Government Relations

Priority 1: Drive High-Quality People-Centred Care

Hospital to Home: Supporting Recovery, Independence and Life at Home

When people are ready to leave hospital, most would prefer to return to the comfort and familiarity of home. With the right supports in place, many can continue their recovery at home while receiving the care and assistance they need.

Ontario's *Home First* philosophy and *Hospital to Home* provincial program support transitions from hospital to the most appropriate care setting. Through expanded home care services, including nursing, personal support and therapy, the province aims to enable safe, timely returns home, prevent unnecessary hospital stays and preserve hospital capacity for those who need it.

Building on SJCG's broader work to improve health system flow, the *Hospital to Home (H2H)* enhanced discharge initiative at St. Joseph's Hospital advances these provincial priorities as an alternate level of care prevention and avoidance strategy. It supports clients who no longer require hospital care but need additional assistance to transition safely home, reducing the risk of prolonged hospital stays while awaiting community services or other supports.

Implementation began in July 2026 with the introduction of a dedicated H2H Coordinator. SJCG contracted with a service provider to deliver in-home supports, enabling clients to access coordinated services for their needs. Initial referrals focused on the hospital's Geriatric Assessment & Rehabilitative Care unit, allowing the team to establish workflows and coordinate transitions between hospital and home.

H2H Early Results: July – September 2026

10	754	774	100%	100%
CLIENTS SERVED	VISITS	HOURS OF CARE	CARE DELIVERED AS SCHEDULED	REFERRAL ADMISSION RATE
Through 8- and 16-week support bundles	*All visits provided in person*	*Direct in-person service delivery*	*No missed visits reported*	*All eligible referrals admitted to the H2H program*

Since September, enrolment has grown to 16 clients as the initiative expanded beyond its initial referral pathway.

Client Experience

One client's experience illustrates the difference these coordinated supports can make. Following a stay in acute care, the client was transferred to the Geriatric Assessment & Rehabilitative Care unit at St. Joseph's Hospital where he remained for about 40 days. He was admitted to the H2H program on July 31, 2026, and received a visit from a personal support worker on the evening of discharge, followed by nursing the next day. Physiotherapy and occupational therapy assessments were completed within five days.

As the client progressed, functional independence improved, allowing personal support worker hours to be safely reduced from twice daily to once daily. The client continues to make weekly gains, is increasingly independent with daily activities, and receives social work support for grief and loss. At the time of this report, the client is back to travelling with family. The H2H program enabled a safe transition home, supporting the client's recovery and independence while avoiding an extended hospital stay.

The next phase will focus on expanding the program across St. Joseph's Hospital, refining workflows and communication, and evaluating early outcomes. SJCG will also assess service capacity, funding and long-term sustainability, with further expansion guided by demonstrated outcomes, operational readiness and available resources.

Priority 2: Nurture Our People

Strengthening Ethical Decision-Making and Supporting Our People

Fostering an inclusive, supportive and healthy workplace means equipping people to navigate challenges, raise concerns, and participate meaningfully in decisions that affect their work and the people we serve. Supporting ethical decision-making is an important part of this commitment.

In summer 2026, St. Joseph's Care Group introduced an enhanced Ethical Decision-Making Tool, known as ADDD Ethics, to help individuals and teams work through ethical dilemmas using a structured, consultative approach. The tool is intended for anyone encountering an ethical concern, recognizing that dilemmas extend beyond clinical situations and can arise across all areas of the organization.

The ADDD Ethics tool guides users through four stages: Acknowledge the ethical concern and identify those involved; Discuss perspectives, values and relevant facts; Discern possible actions and make a decision; and Do by implementing the decision and taking time to review and reflect. It also prompts consideration of cultural and racial factors that may contribute to ethical dilemmas.

Emphasizing collaborative decision-making, the tool encourages participants to voice concerns, consider different perspectives and involve clients and their families or substitute decision-makers where appropriate. It also recognizes

that difficult decisions can carry an emotional impact, even when reached through thoughtful discussion and reflection.

Further supporting our commitment, SJCG's 12th Annual Ethics Breakfast will take place in November. This year's virtual session, *Recipes for Managing Moral Distress*, features Dr. Kristen Jones-Bonofiglio, Director of the Centre for Health Care Ethics and Director of the School of Nursing at Lakehead University. Participation is open to clinical and non-clinical staff, and themes covered include moral distress, resilience, prosilience and compassion, along with strategies from individual, team, and organizational perspectives.

By making ethical reflection part of everyday practice, SJCG reinforces a culture of openness, accountability and thoughtful decision-making. This helps ensure that difficult questions are not avoided, but approached with curiosity and respect for different perspectives.

Priority 3: Lead and Enhance Regional Specialized Care

Extending Expertise, Building Regional Capacity

Throughout 2025–2026, SJCG's regional approach increasingly emphasized coordination across SJCG portfolios, with shared priorities of improving access and transitions in care, building capacity, and advancing quality.

Expanding Access to Specialized Care Closer to Home

We continued to use virtual care, outreach teams, and remote monitoring to extend specialized services into remote and underserved communities. Key examples include:

- **Rehabilitation:** The Community Stroke Outreach Team provided services in 12 communities, including seven east of Thunder Bay and five northern fly-in communities. The Community Rehabilitation Worker Program graduated six learners, strengthening local rehabilitation capacity in remote First Nations communities.
- **Wound Care:** TeleVu supported remote wound assessment and specialized expertise across 20 regional sites. The program also advanced the Lower Limb Preservation Integrated Care Pathway, supporting earlier identification and coordinated access to care.
- **Palliative Care:** Building off successes in the Regional Seniors portfolio, the Remote Care Monitoring pilot expanded to include a palliative pathway, supporting earlier identification of changing client needs. The 24/7 Palliative Care Consultation Line received 637 calls from healthcare providers.
- **Mental Health:** Enrollment in the Ontario Structured Psychotherapy Program increased by 28% in 2025-2026, reflecting growing awareness and access to evidence-based treatment for anxiety and depression.

Building Capacity and Strengthening Regional Partnerships

An important part of our regional role is equipping local providers with the knowledge, tools and expertise to better support people in their own communities.

The Regional Wound Care Program engaged more than 250 clinicians across 32 organizations in education, competency development and clinical learning.

The Regional Seniors' Care Program expanded Behavioural Supports Ontario across nearly all long-term care homes in Northwestern Ontario, and convened regional partners to advance alternate level of care leading practices and strengthen discharge planning.

Across our programs, education, clinical coaching, consultation, and knowledge-sharing continued to build local capacity and support more consistent approaches to care.

Enhancing Coordination and the Regional System of Care

Working with Ontario Health and the Local Delivery Group, a regional group that coordinates the implementation of provincial digital health priorities across healthcare organizations, SJCG advanced standardized referral pathways through the North West Central Intake Mental Health & Addictions Hub and regional eReferral implementation. These initiatives aim to reduce administrative burden, improve referral tracking, and connect people to the most appropriate services.

Regional Indigenous Partnerships work also continued to strengthen relationships, shared learning, and capacity building supporting more culturally safe, equitable, and Indigenous-informed healthcare.

Looking Ahead

Building on progress made in 2025–2026, our focus is on greater alignment and visibility across regional initiatives, stronger system coordination, and continued collaboration with partners. By connecting specialized expertise with local knowledge and capacity, SJCG is helping improve access to care and strengthen the regional health system across Northwestern Ontario.