



## Report from the Leadership Team September 2009

Welcome back to everyone after the summer "break". (Although we are not completely sure there **was** a break this year, based on the many activity highlights summarized below!)

### **Client Centred Care**

#### **Sister Margaret Smith Centre (SMSC) Move**

Staff moved to the new Sister Margaret Smith Centre August 17 and onward, with outpatient services and programs resuming on August 31, 2009. The first residential program began on September 8, 2009. All program staff have done an incredible job making the transition to the new facility and assisting in the transfer. Clients have already made positive comments about the warm and welcoming environment.

#### **Compliance Review**

Bethammi Nursing Home underwent the annual compliance inspection by the MOHLTC recently, and the results showed no unmet standards. All staff members are commended for their ongoing efforts to ensure the best care possible for our residents.

#### **Supportive Housing Summer Activities**

Clients of medium and high support housing attended a three day camping trip to Chippewa Park. Many clients who were unable to stay overnight participated in day activities. The camping experience was a tremendous success thanks to the staff and summer students who made this holiday possible.

Homes for Special Care residents also had a successful camping experience for two days at the Wilderness Discovery Family Resort on Lake Shebandowan.

The tenants and staff of Ward Manor organized a yard sale of items they donated. Proceeds from the sale will be used by tenants for recreational events. Wilson Place tenants also organized a yard sale with the assistance of the summer student.

#### **Hospital Accountability Planning Submission (HAPS)**

Planning is underway for the Hospital Accountability Planning Submission (HAPS), due November 30, 2009. This will include budgeting and planning for the fiscal years 2010/11 and 2011/12. Using a zero and 1% increase assumption, the operating budgets will be very difficult to balance.

#### **Open Minds. Healthy Minds. Ontario's Mental Health and Addictions Strategy Summit**

Mental health consumers, people in recovery, and Care Group management and clinical staff participated in the Minister's Summit on Mental Health and Addictions on July 13 and 14, 2009. The goal of this event was to provide a forum for the Minister (and Ministry) of Health and Long-Term Care and Local Health Integration Network representatives to receive input regarding priorities in mental health and addiction service delivery throughout Ontario.

#### **Patient Wandering System**

Under the leadership of Terri Gurney and Glenn Berst, a new client wandering system was installed at St. Joseph's Hospital site. Benefits of the new system include having a client photograph that can be used in a Code Yellow and the ability to assign different ranges to different clients depending on safety needs. Many thanks to Robert Berardi in Learning, Research & Professional Practice for numerous education sessions, Gary Duguid in Security for his ongoing suggestions and support, and to the vendor (CRC) who provided excellent support to our staff as we worked out "the implementation bugs".

#### **Complex Care Utilization**

To address ongoing challenges with inpatient occupancy, the Complex Care management team has identified populations that we may be able to serve better. Changes to admission criteria include inpatient services for clients with complicated ostomies and chronic respiratory illness. A pilot program is also running on 5N to determine how best to serve clients with rehabilitation needs that are of a “low intensity, longer duration” nature.

### **Rehabilitation**

The Occupational Therapists at TBRHSC met with representatives from the Accessibility Committee to discuss accessibility issues and products that may be of assistance.

To facilitate improved discharge planning and related communication, the General Rehabilitation team is in the process of revising the Discharge Plan intervention in PCS, specific to the orthopedic client population. The clinical pathways for fractured hip are also being revisited to ensure they are consistent with the best practice guidelines from the Bone and Joint Health Network.

### **Accreditation**

Activity is underway to prepare for our on-site accreditation survey scheduled for February, 2010. Corporate and clinical quality teams first completed risk assessments based on the accreditation standards and then all management and clinical staff were invited to participate in the self-assessments that are required as part of the new accreditation process. Roadmaps outlining areas for improvements have been generated based on the self-assessments and will guide the quality improvement work of the teams as we move toward the rapidly approaching on-site survey.

### **Medication Safety**

Medication safety remains a top priority for all clinical areas. Improvements include: SJCG Formulary is now complete, a list of “high alert drugs” and a list of “look alike/sound alike” drug names have been developed as safety tools for nursing and pharmacy staff, and energy is focused on developing medication reconciliation processes that will work within our electronic documentation system.

### **Diabetes Health**

Assistive Devices Program for Insulin Infusion Pumps has graduated its first class of new insulin pump users that will be covered under this program.

### **Alternate Level of Care (ALC)**

As of July 1, 2009, all hospitals in Ontario were required to adopt and apply the new provincial ALC definition. This requires all clients that do not require the intensity of resources/services in their current inpatient setting to be designated ALC by a physician or delegate. St. Joseph's Hospital and Lakehead Psychiatric Hospital were both well positioned for this change as it has been applied and data collected for some time now. Penny Anguish has been appointed to the Provincial ALC Advisory Committee and SJCG has been selected as a beta site for the information system that will be implemented for real time reporting in March 2011 (the WTIS - Wait Times Information System).

## ***Our People***

### **2<sup>nd</sup> Annual Staff Golf Tournament**

The 2nd Annual Staff Golf Tournament, sponsored by the SJCG Wellness Committee, was held at Centennial Golf Course, with a 9-hole round of 'best-ball' golf followed by an Italian buffet and a variety of prizes for the most and least skilled players.

The original date was postponed due to weather concerns; this unfortunately resulted in the loss of several teams, with a final tally of 42 participants. However, feedback was very positive and the organizing committee (Allison Hill, Erin Paul, Kim Haluczak & Loretta Turpin) is already discussing plans for 2010.

### **Inaugural Information Services Week**

The first ever Information Services Week was held June 1 to 5 with a display set up in the cafeteria. IS/IT staff volunteered at the booth to help other SJCG staff understand the work they do. There were draws for prizes and cake served. Overall the staff enjoyed doing this activity and it was well received by other staff.

### **Wellness Incentive Program**

There was an overwhelming response to the Wellness Incentive Program this year with 25% more applications than the previous year. With limited funds for the program there was a potential of declining 54 applications. The Leadership Team considered that that all interested staff wanted to make the commitment to healthy living, and approved additional funding to allow approval of every staff application.

### **Imaging Repository Project**

Andrew Wehrstedt, IS Project Coordinator, has been seconded for two years to the NEODIN project as Project Director. NEODIN is the imaging repository project that will house all diagnostic images from across the North and the hospitals in the Ottawa area.

### **Psychosocial Rehabilitation Canada (PSR/RPS) Ontario Board of Directors**

Matt Shute, Clinical Supervisor, has been elected to PSR/RPS Ontario Board of Directors as a representative of the North West region. This will be an excellent opportunity to connect with PSR programs across the province as well as promoting PSR across our region.

### **Chronic Disease Management – Self Management**

A Complex Care & Physical Rehabilitation working group continues to plan for the implementation of “self-management” as both a program our clients can access and as a way of providing service that is supported by all our clinical staff. Education sessions were offered to staff over the summer and will be continued this fall.

### **Therapeutic Recreation Review**

A practice review of therapeutic recreation occurred over the summer. Consultant Carolyn Triemstra met with all therapeutic recreationists to discuss professional changes within the province and to receive feedback about their practices, and then with a sampling of our clinical teams to hear how therapeutic recreation services contributes to their work as a team and how the service might contribute differently to support client care goals. A final report will be received and shared in the coming months.

### **Acknowledgements**

Congratulations to Keli Cristofaro, Therapeutic Recreationist, Neurology Day Program, and Anna Grenier, Coordinator, Volunteer Services (HRM and LPH), who have been selected as our two St. Joseph's Care Group representatives to participate in the 2009/2010 Leadership Thunder Bay Program.

Congratulations to Denise Taylor the recipient of the Stroke Champion Award 2009, presented by the NWO Stroke Network. Denise is recognized for having increased awareness and promoting best practices in stroke care in NWO.

Paola Humeniuk completed a peer review at the Waterloo Catholic School Board as part of her work with the College of Audiologists and Speech Language Pathologists of Ontario.

Physiotherapists Joanne Hardy and Lyndsey Brooks provided education on falls and restraints to the staff on 5 North.

## **Collaboration**

### **Resource Matching and eReferral**

Over the summer the Resource Matching and eReferral project moved along as the vendor worked on mapping the transfer process between TBRHSC, SJCG and the CCAC. The preliminary report will be going to the Steering Committee in September with implementation will follow. The NW LHIN is an earlier adopter of this application and the province has mandated that all LHINs implement a similar project.

### **Northwest Health Alliance**

The Northwest Health Alliance will be responsible for operating the shared Meditech and shared PACS systems, effective October 1, 2009. At the Alliance's annual meeting in June, Tracy Buckler was acclaimed to the Alliance Board along with Ron Saddington, Bob Wilson of Atikokan, Tim Smith of Dryden, Paul Paradis of Marathon, and Reta Kalincak of Manitouwadge. Tracy is the Chair, Bob is the Vice Chair and Bruce is the Secretary/Treasurer and Executive Director.

### **Healthy Lifestyles**

The Healthy Lifestyles working group includes staff from Lakehead Psychiatric Hospital and St. Joseph's Health Centre sites of St. Joseph's Care Group, staff from TBRHSC (acute mental health inpatient care and outpatients) and a representative from Patients' Council. The mandate of the group is to develop a proposal for implementing an approach to healthy lifestyles that can be implemented for mental health clients across our two organizations.

### **Transfer Protocol with Dilico**

Transferring youth into the adult mental health system is always a challenge, but is even more of a challenge in trying to ensure ongoing care for Aboriginal youth. A protocol has been developed with Dilico Anishinabek Family Care that will help to make these transitions more effective.

### **LHIN Dual Diagnosis Forum (Mental Health & Developmental Services)**

Program staff attended a session facilitated by the Northwest LHIN and the Community Network of Specialized Care regarding the Joint Policy Guideline for the Provision of Community Mental Health and Developmental Services for Adults with a Dual Diagnosis. The session was very positive with an excellent cross-section of MCSS staff and MOH staff.

### **PIECES Resource Team Development**

The Psychogeriatric Resource Consultant and Team Leader of the Seniors' Behavioural Health Outreach Team have met with managers throughout the Care Group whose staff participated in PIECES training. Discussions facilitated collaborative ideas and strategies on how to promote and integrate PIECES concepts in their respective clinical programs utilizing trained resource team members.

### **Surge Capacity**

Complex Care Manager Terri Gurney is SJCG's representative on TBRHSC's Surge Capacity Working Group. SJCG's support for ventilated clients is key to the ability to respond to surges in ICU care demand.

## **Communication & Advocacy**

### **Mental Health Outpatient Services**

The intake co-ordinators for outpatients and case management gave presentations to Thunder Bay Police, Ontario Works, the Victim Witness Assistance Program, Fort William Clinic physicians, LU nursing classes and medical students, and Thunder Bay Counseling Centre about the mental health services and access.

### **Special Accommodation Unit - Evergreen**

A meeting was held with the Clinical Director of OPTIONS northwest, the Network Facilitator and the Evergreen Clinical Supervisor to discuss the potential use of the Special Accommodation Unit in this high support home for additional purposes, for example, respite.

### **Brain Injury Association of Thunder Bay and Area**

Trish Nelson attended the annual strategic planning session of the Brain Injury Association of Thunder Bay and Area in June to identify priorities for the upcoming year.

### **Sister Margaret Smith Centre (SMSC) - 'Honouring Our Past, Celebrating Our Future'**

On Monday, June 22nd, a tea was hosted for graduates who attended St. Joseph's Hospital School of Nursing. The day was filled with fond memories and laughter as the grads recalled their time in the building during tours and a short presentation.

On Wednesday, June 24th, an event took place in the gymnasium for all staff who work in the SMSC building. There were mixed emotions as they said good-bye to a building with many memories and looked forward to their move.

On Friday, June 26th, clients, former clients, and former staff celebrated their memories together. A presentation involving former clients was the highlight of the event as many remembered how far they had come in recovery since their time in the building.

### **New Sister Margaret Smith Centre (SMSC) - 'Meet the Neighbours'**

On August 27th, neighbours of the new SMSC were invited to tour the building and learn more about the programs. Following refreshments, approximately 55 people heard brief remarks from Myrna

Letourneau, Chair, SJCG Board of Directors, Tracy Buckler, President & CEO, and Nancy Black, Manager, Mental Health, Addiction and Problem Gambling Programs. Staff assisted with tours and answered questions. Many were interested in the building as they had viewed its construction for many months. We appreciate our neighbours' patience and understanding during the construction of our new facility.

### **Donation to MEMO Cuba**

Volunteers from Medical Equipment Modernization Opportunity (MEMO) Cuba dismantled a fluoroscopic x-ray machine located at St. Joseph Hospital for shipment to Cuba. This machine was previously used by St Joseph Hospital in acute care to diagnose gastrointestinal cancer. The need for medical equipment is great in Cuba and we are glad to donate this machine. We know our donation will help save lives.

### **St. Joseph's Care Group Anniversary Celebrations**

St. Joseph's Care Group is celebrating two significant milestones this fall: The 125th Anniversary of St. Joseph's Hospital and the 30th Anniversary of St. Joseph's Heritage.

Special events are being held:

- Celebratory appreciation lunches for staff and volunteers.
- Book launch of an historical book written by Peter Raffo. *Responding to Unmet Needs: 125 Years of Care in the Community* chronicles the history of SJCG with emphasis on the transition of the last 25 years.
- Anniversary Mass at St. Patrick's Cathedral October 17<sup>th</sup> at 5 p.m. Everyone is welcome to attend.

## **Teaching & Research Identities**

### **CIHR Award**

Sacha Dubois, Research Statistician, was awarded the Canadian Institute of Health Research (CIHR) - Institute of Aging, Age+ award for his paper "The Impact of Benzodiazepines on Safe Driving" with his fellow co-authors Bruce Weaver, NOSM and Michel Bédard, SJCG Research Director. More details regarding this important research and the award can be found at <http://www.cihr-irsc.gc.ca/e/39636.html>.

### **Centre for Gambling Studies**

Problem Gambling Programs of Sister Margaret Smith Centre are partners in a research project sponsored by the Ontario Centre for Gambling Studies. This particular study involves an exploration of the "pathways" theory for the etiology of problem gambling behaviours and will involve voluntary, anonymous participation in completing a self assessment tool and brief survey.

### **National Shared Mental Health Care Conference**

Dr. Jack Haggarty and Janelle Jarva presented 3 posters at the National Shared Mental Health Care Conference in June; "Unmet Need In Shared Mental Health Care; Does Shared Care Impact Wait Times For Other Service Providers?: Preliminary Findings From Northwestern Ontario" and "Primary Care Treatment of Somatoform Disorders: Changes In Patient Symptoms and Disability with A Brief Shared Care Counseling Model".

### **Sandy Lake Primary Stroke Prevention Program**

The Sandy Lake Primary Stroke Prevention Program was one of two First Nation stroke projects featured at the 2009 Northern Health Research Conference. An article about the project was featured in the Wawatay News. Denise Taylor made multiple presentations on the program, including at Baycrest Centre for Geriatric Care, Stroke Rounds, Neuro Interest Group and to Sandy Lake's Chief and Council.

### **Point of Care Access Research Project**

Two nurses with the GAPPS team (Getting Appropriate Personal and Professional Supports) are part of the RAO research project investigating point of care access to nursing resources.

### **Acknowledgements**

Paola Humeniuk provided a dialogic reading in-service to the Professional Learning Community at Claude Garton School.

Anita Perri and Roxane Siddall were recognized by the Northern Ontario School of Medicine Rehabilitation Studies Program for their role in consistently providing numerous and exceptional learning opportunities for Rehabilitation learners.

As well, Roxane has been presented a Fieldwork Educator Roster of Honour from the University of Manitoba in recognition of her significant contribution to the professional development of student occupational therapists.

### **Capital Project Updates**

#### **Sister Margaret Smith Centre (SMSC)**

The new SMSC is essentially complete! Although there are always 'finishing touches' and 'fixes' to be done, both outpatient and residential client programming is already underway. The project team involved from planning and design through to substantial completion, are heartily congratulated for their perseverance and commitment to a job well done! A Grand Opening is planned for October.

#### **Master Programming/Master Plan**

Work has continued over the summer months in collaboration with IPR Consultants, to develop the Master Plan for St. Joseph's Care Group. This is expected to be finalized within the next month, and recommendations will be forthcoming with respect to appropriate sizing and siting of our various programs.

#### **Centre of Excellence for Integrated Seniors Services (CEISS)**

CEISS planning has also continued, with achievement of a design that will include the 336 Long-Term Care beds, 132 Supportive Housing apartment units, as well as some additional 'excellent' components, for a total capital cost of \$80M.

Demolition of the buildings surrounding the new SMSC and HRM is underway, with completion in approximately two weeks time. Site preparation will then begin to allow for timely completion of the CEISS project. The Supportive Housing units will be constructed initially with the long term care component soon thereafter.

#### **Honeywell Energy Management**

##### St. Joseph's Hospital

New hot water boilers and hot water tanks are now feeding hot water to numerous air handlers and fixtures throughout the hospital to maintain space temperature and hot water needs.

The automatic control portion of the energy upgrade is underway with wiring almost complete and software programming and staff training to be completed by mid September.

##### Hogarth Riverview Manor

Automated control systems will be up and running and the project complete in September.

##### Balmoral Centre

A lighting upgrade was completed, and options are being reviewed to optimize the air handling systems.