



ST. JOSEPH'S CARE GROUP

Leadership Team Report

March 2013

Care
Compassion
Commitment

Strategic Priorities

"The focus of our work"

Client-Centred Care ♦ Mental Health & Addictions ♦ Seniors' Care ♦ Chronic Disease

Balmoral Centre Service Enhancements

On February 14, 2013, the North West Local Health Integration Network (NW LHIN) announced funding of a two-year pilot project to enhance withdrawal management programs located at Balmoral Centre. This new funding will support the realignment of existing beds and the incorporation of registered practical nurses into the current staffing complement to create a medically supported withdrawal management program.

The primary objectives of this pilot project are to enhance the safety and quality of client centred care, increase access to crisis withdrawal management and stabilization programs, reduce pressures on the Emergency Department and first responders, expand day treatment programs, and provide outreach services to support clients living in rural and remote communities via telemedicine. One-time funding was provided to facilitate required building renovations, staff training and project evaluation. Over the course of the project, it is anticipated that we will increase service capacity by 80% or 800 individuals and reduce unnecessary and/or repeat visits to the Emergency Department by 20% or 600 visits.

Gentle Persuasive Approaches (GPA) Training

Twelve staff from our High Support homes participated in GPA training this month. GPA helps staff understand clients with Dementia and other cognitive impairments and teaches a person-centred, compassionate and gentle manner when responding to patients who are demonstrating challenging behaviours associated with dementia or cognitive impairment.

Access Times to Community Mental Health

Significant improvements in access to community mental health programs have been realized as a result of restructuring of intake and a comprehensive review of waitlists. The wait time for an intake appointment has been reduced to about 1 month for non-urgent appointments. The wait time for individual psychotherapy has been reduced to two months. The wait time for psychiatric assessment has been reduced to 2-3 weeks. The wait time for intake to case management has been reduced to 1-2 days. Limited access to supportive housing continues to pose challenges regarding successful community living.

Chronic Disease Self-Management

Self-management in mental health is a relatively new approach that Community Mental Health Services has been piloting for approximately one year in mental health outpatients at St. Joseph's Health Centre with the "My Health, My Choices" six-week program. The program incorporates self-management techniques and makes use of a peer support worker provided through the Peer Council. Results of the program have been very promising, indicating that clients are able to incorporate self-management techniques into their daily lives.

Daytime Support Meetings for Caregivers

The Daytime Support Meetings at the Manor House resumed in January. These open sharing groups are designed to allow caregivers to attend meetings when his/her loved one is in the program. The meetings are lead by Howard Nistico, Family/Client Support Facilitator and accompanied by Lisa Petersen, Team Leader.

Diabetes Health Education - Chronic Disease Management

Bethammi Nursing Home and Hogarth Riverview Manor participated in a North West Local Health Integration Network (LHIN) wide needs assessment for planning diabetes health education in long-term care. Telephone interviews included review of current best practices related to diabetes management in long term care and what types of staff education are most effective.

Evening and Weekend Homework Project

The Evening and Weekend Homework Project is underway on the Special Rehabilitation Unit (3N) at St. Joseph's Hospital. Volunteers have been recruited to oversee this project Monday to Thursday evenings and during the day on Saturday and Sunday. The volunteers supervise independent clients to continue their rehabilitation through the Graded Repetitive Arm Supplementary Program (GRASP), including sit-to-stand exercises, mirror box hand exercises, puzzles and card games, arm bike exercises and paper and pencil problem solving activities. A special thank-you to the following volunteers: Henry To, Adrian Agostino, Calvin Febel, Victoria Ross, Kelsey Copp and Kailee Jodoin.

Continuity of Staffing

Since the January implementation of consistent Personal Support Worker (PSW) staffing schedules at both Bethammi Nursing Home and Hogarth Riverview Manor, to enhance consistency and continuity of care, positive feedback has been received from both staff and families.

Bethammi Nursing Home Respite Beds Status

Further to the development of the North West Local Health Integration Network (NW LHIN) Health Care Capacity Plan which included a directive to transfer Bethammi's five respite beds to Wesway during the Alternate Level of Care (ALC) bed surge crisis, we have been informed that this transfer is on hold until further notice. We will continue to offer this necessary service to our community as part of our Long-Term Care Services.

Alternate Level of Care (ALC) - Wait Time Information System (WTIS) Expansion

As of March 4th, additional data elements are now being captured and reported to the provincial WTIS to provide a more comprehensive picture of ALC wait times and highlight where services are lacking in the province. In addition to reporting how long clients wait to be discharged to another level of care, we are now capturing and reporting data elements detailing specialized care needs/supports that are extending clients' waits and where the clients should be transferred, regardless of whether the discharge destination is available, accessible or currently exists in the community.

Corporate Principles

"Guide posts for how we work"

Quality & Safety ♦ Collaboration ♦ Innovation ♦ Accountability

Northern Ontario School of Medicine Student Placements

Concurrent Disorders Services provided an integrated community learning placement for two medical students throughout the months of January and February 2013. Students were engaged with programs across the continuum of care including Adult Addiction, Youth Addiction, Eating Disorders, Withdrawal Management, and Outreach to Recovery.

Student Placement at Long-Term Care (LTC) Service Programs

We have been providing learning opportunities for a fourth-year nursing student at Bethammi Nursing Home, two Northern Ontario School of Medicine (NOSM) Community Placement Students at all Long-Term Care Services programs and a student from the Master of Public Health Practicum at Lakehead University working at our long-term care homes focusing on the Palliative Care Research Project work. Students expressed much appreciation for the opportunities and support provided by the team!

Collaboration in Housing Options

"Housing First" is an approach to addressing homelessness that centers on first providing people with housing and then combining that housing with supportive treatment services in the areas of mental and physical health, substance abuse, education, and employment. Community Mental Health teams are collaborating with Canadian Mental Health Association staff to implement a "housing first" program in Thunder Bay.

Safe Lifting and Transferring Education

Safe lifting and transferring of clients continues to be a focus, particularly on the Medically Complex (2N) unit at St. Joseph's Hospital. More lifting and transfer aids were purchased, education regarding safe lifting is incorporated into the daily huddles, and nurses are encouraged to always use the identified lifting aids and following the instructions on the transfer logos. For the month of January, there were no work related injuries related to lifting/repositioning clients.

Mentorship

A fourth year nursing student was placed with Meaghan Sharp, Vice President of Complex Care and Rehabilitation and Chief Nursing Executive, to better understand, and be exposed to, leadership.

Collaboration for Regional Support

The Psychogeriatric Resource Coordinator (PRC) and the Geriatric Telemedicine Registered Nurse collaborated to offer best care strategies for three client scenarios occurring at Geraldton District Hospital. It was helpful to have an understanding of patterns, complex medical changes and changing cognition in these individuals.

Palliative Care in Long-Term Care Provincial Education Collaboration

The Centre for Education and Research on Aging & Health (CERAH) at Lakehead University, and the Quality Palliative Care in Long Term Care (QPC-LTC) Alliance, are offering a palliative care educational initiative designed to assist long-term care homes to develop their palliative approach and to enhance their palliative care programs. The focus is change at an organizational level. The educational initiative consists of a two-day workshop for three personal support workers and a series of four webinars to implement the *Framework for Quality Palliative Care in Long Term Care*. Two of the webinars are intended for managers to assist them in making organizational change and supporting their PSW palliative care champions. As members of the QPC-LTC Alliance, Paulina Chow, Nadia Thatcher, Jackie MacDonald and Lina Moore, together with the Research Team members, will be presenters for this series of education. There are over 38 long-term care homes across the province registered, and the workshops and webinars will be organized at locations across Ontario during the months of February and March.

Strategic Enablers

“Functions that support our success”

Our People ♦ Infrastructure ♦ Communication

Eating Disorders Awareness Week

The Eating Disorders Team hosted a variety of activities during Eating Disorders Awareness Week designed to enhance awareness. Visitors to the Youth Advisory Group’s information booth had an opportunity to enter a draw for a copy of the book “Breaking up with ED”, authored by one of the members of the Youth Advisory Group.

Dialectical Behaviour Therapy Skills Training

More than 40 staff attended an intensive three-day training event designed to enhance clinical skills in the provision of dialectical behavior therapy. Sponsored by Children’s Centre Thunder Bay, Thunder Bay Counselling Centre and St. Joseph’s Care Group, this course was attended by more than 350 participants from health care and allied service agencies across the Northwest Region facilitating region-wide implementation of this evidence based clinical practice.

Certified Physician Executive

Dr. Jack Haggarty was successful in achieving the Certified Physician Executive Credential from the Canadian Medical Association and the Canadian Society of Physician Executives. The certificate recognized achievement in physician leadership. Congratulations to Dr. Haggarty!

Our People Engaged in Research

Community Mental Health staff was well represented at the recent “Showcase of Health Research”:

- *Characteristics of patients with mental health/addictions issues who present frequently at the emergency department*
(M.A. Mountain, A. Auger)
- *Interprofessional care in a mental health context*
(G. Tippin, A. Maranzan, M.A. Mountain)
- *My Health, My Choices: evaluating the effectiveness of a new mental health self-management program*
(A. Mushquash, S. Hagstrom, C. Stewart, M. Rossi)
- *Absenteeism and presenteeism in patients seen in a co-located primary health care mental health clinic*
(S. Kelly, SK Bailey, J. Haggarty, J. Goertzen)

Education Sessions

Sandra Dewsberry, Outpatient Therapist, Case Manager & Team Leader with the Seniors Community Psychiatry Program, provided education for safety attendants at Thunder Bay Regional Health Sciences Centre (TBRHSC) regarding dementia, delirium, depression, responsive behaviors and non-pharmacological strategies. Sandra is also working on a Plan, Do, Study, Act (PDSA) quality initiative regarding non-pharmacological strategies at TBRHSC.

Long Term Care (LTC) Supportive Housing Staff Training

Staff of long-term care supportive housing has registered to attend the U-First training led by the Alzheimer Society. One staff will participate in the “train the trainer” education to promote capacity for internal expertise and training ability.

Resident Assessment Instrument - Community Health Assessment (RAI-CHA)

P.R. Cook Apartments and Sister Leila Greco Apartments staff have successfully implemented the RAI-CHA interim tool and uploaded data to the integrated assessment record, meeting all project milestones. We are the only provider within the North West Local Health Integration Network (NW LHIN) Phase 2 who has completed all milestones and are uploading to the software! A special thank you goes to Heidi West for leading this successful project.

Volunteer Services

Congratulations to Loretta Turpin, Coordinator of Volunteer Services, who has been selected as Director of Volunteer Engagement for the Board of Directors of the Professional Administrators of Volunteer Resources – Ontario (PAVR-O). The role of the Director of Volunteer Engagement is to provide an ongoing review of current PAVR-O volunteer management practices to ensure best practices are met in all aspects of the volunteer cycle and to ensure there is a range of meaningful opportunities for volunteers in the work PAVR-O undertakes.

Business Intelligence Needs & Readiness Assessment

St. Joseph's Care Group and Thunder Bay Regional Health Sciences Centre engaged Meyer Norris Penny (MNP) Consultants to conduct a Business Intelligence (BI) Needs and Readiness Assessment to identify current capabilities and readiness to develop a BI system. The assessment was completed in January 2013, with a presentation of key findings and recommendations to both senior leadership teams in February 2013. The goal of a BI system is to improve our strategic and performance management reporting to ensure that we can measure progress against our respective strategic plans through balanced scorecard and dashboard reporting, facilitate quality improvement, and improve ad hoc reporting and analysis. The findings indicated a high readiness to proceed. The next step is to develop a business case to support a multi-year investment into BI system development.

Capital Project Updates

Hospice Palliative Care Renovations

We are delighted to advise that we are proceeding with the Hospice Palliative Care Renovation Project! This project was on hold due to the overcapacity situation in our health care system. Although the ALC situation certainly hasn't resolved, there has been recognition from our partners that the renovations need to be done. Thanks to everyone for your patience, and your anticipated cooperation as we get underway.

Centre of Excellence for Integrated Seniors' Services (CEISS): Long-Term Care Beds

We are currently in discussions with the Ministry of Health and Long-Term Care. The capital costs of this project were more than was originally anticipated, due to a number of reasons, including the current construction market, as well as the extended delay in beginning; the longer the delay, the more it is going to cost. The general contractor has been recommended and we will be ready to begin as soon as we receive approval to proceed.

East Wing - Specialized Mental Health Rehabilitation Project

The block schematic and sketch plan drawings are currently under review with the Ministry of Health and Long-Term Care. We are anticipating feedback by the end of this month, which we will respond to promptly. If any design changes are required, these will be made prior to submission of the contract documents (working drawings for tender). We will then require final approval to go to tender. This project could restart in the fall assuming timely review processes.