



# Leadership Team Report

December 2013



Care  
Compassion  
Commitment

On behalf of the entire Leadership Team, a very  
Merry Christmas and a Happy, Healthy New Year to all!

## Strategic Priorities

*"The focus of our work"*

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

### Accessibility Targets Met in Shared Mental Health Care

Shared Mental Health Care across all sites, including NorWest Community Health Centres, Fort William Family Health Team, Anishnawbe Mushkiki, and the Lakehead Nurse Practitioner-led clinic, has met its wait time target of two weeks. Thanks to all psychiatrists and clinical staff and to Dr. Jack Haggarty for leading this approach to collaborating with primary health care. Shared Mental Health Care is a program in which mental health professionals provide services in primary care settings. In addition to addressing mental health issues early on, primary care providers have an opportunity to learn from the mental health providers and increase their own capacity in caring for their clients with mental illness.

### Withdrawal Management Services Enhancement Pilot Project

Early results for the first quarter of 2013 (April 1 to June 30) show that discharges from the Emergency Department (ED) at Thunder Bay Regional Health Sciences Centre to Balmoral Centre increased by 30%. Hospital admissions related to substance abuse fell from an average 2 per month in the previous year to only 1 for the entire first quarter. Emergency Department visits related to opiates decreased by 42% in the first quarter. In addition, Thunder Bay Police report that charges laid under the Liquor License Act were reduced by 5% while reported incidents were reduced from 613 to 356, reflecting a reduction of 40% over the same reporting period last year.

### Speaker Presentation and Workshop

On November 12-15, 2013, as part of the Model of Client-Centred Care, approximately 100 of management staff and Professional Practice Leaders attended a speaker presentation and full-day workshop at St. Joseph's Heritage, focused on Client-Centred Care. Genevieve Obarski, Executive Lead with the Change Foundation was welcomed as the keynote speaker. The workshops provided opportunities for staff to learn about the Model of Client-Centred Care, discuss client-centred practices and hear from clients and families' experiences of care.

### Horticultural Therapy presentation at the Client-Centred Care Workshops

Anna Grenier and Lynda Lahteenmaa, volunteer and Master Gardener, had the opportunity to showcase the Horticultural Therapy (HT) Program at Hogarth Riverview Manor by presenting at the Client-Centred Care workshops in November. HT is a personalized therapy program that focuses on the individual abilities of the client with dementia. This type of HT program is implemented in long term care, nursing homes and retirement communities. The goal of the program is to improve general health and/or enhance quality of life by providing enjoyable and pleasant leisure activities to participants with dementia.

### Alternating Intensive Therapy Trial

Throughout October and early November, the Neurology Day Program (NDP) provided a unique client centered approach to stroke care. Based on feedback regarding how difficult it is to be away from home for an extended period, the team trialed a new approach. A client from a local community was provided with the opportunity to attend therapy on alternating weeks for a 6-week period. The team provided a block admission with intensive therapy 4 days per week on alternating weeks over the course of the client's admission. This approach enabled the client to limit time away from family and home community while simultaneously providing an opportunity to trial recommended strategies and exercise programs in her home environment. The NDP team was provided with positive feedback on the treatment approach as the client and family reported the benefits of returning home and on the client's motivation to attend therapy.

### **Chronic Disease Self Management with Clients with Mental Illness**

Colin Stewart and Sara Hagstrom presented a poster at the [Health Quality Transformation Conference](#) in Toronto reflecting the results collected over two years of participants attending our *My Health, My Choices Self Management* group. The *My Health, My Choices* group takes the Self-Management Model of Chronic Disease and applies it to themselves, i.e. individuals living with a mental illness. All participants who have completed the *My Health My Choices* sessions demonstrated a significant reduction in mental health difficulties and a significant increase in their awareness of their own mental health.

### **Regional Wound Program Success Stories**

The Regional Wound Program (RWP) which includes the Telemedicine Enterostomal Therapists has reached out to many health care providers in our North West Local Health Integration Network (NW LHIN). Here are some success stories:

*Thanks again for any and all the help you have been providing. Atikokan General Hospital (AGH) really appreciates your help. I do report to my supervisors and AGH Board about the Telemedicine wound care consults from St. Joseph's Care Group, and how beneficial they have been to our community and patients. Susan Sampson RN, Telemedicine/Chemotherapy Coordinator, Atikokan General Hospital.*

A Chiropody referral through RWP involved a client from Nipigon with a venous leg ulcer with previous history of amputation. The Enterostomal Therapist referred to Chiropody on June 6, 2013. The Chiropodist initiated treatment, the wound healed by September 24, 2013 and the client was discharged from the program. The daughter sent a note to the Chiropodist stating: *"On behalf of my Dad and I, I wish to thank you for your expert care. Just to let you know that you have made his daily life easier."*

### **Education Sessions**

Susan Redman Brodeur, Speech-Language Pathologist from the Neurology Day Program presented a Safe Feeding Workshop and led High Fidelity Simulated Patient labs at Confederation College, for practical nursing students. Susan also presented Communication Strategies for Clients with Dementia at the Manor House.

### **Self Management Education**

Shana Magee, Erin Puhalski and John Clack have completed the Choices and Changes workshop through Community Care Access Centre and are working on their Brief Action Planning certification through the Centre for Comprehensive Motivational Interventions. They are working towards developing a self management/action planning education session for St. Joseph's Care Group staff.

### **Interprofessional Approaches to Health Care – Confederation College**

Meaghan Sharp, Vice President Complex Care and Physical Rehabilitation and Chief Nursing Executive participated on a panel at Confederation College for Human Relationships course in the Practical Nursing Program entitled Interprofessional Approaches to Health Care. Meaghan shared her knowledge and experience and facilitated a presentation on St. Joseph's Care Group.

### **Community Leadership Workshop**

Allison Hill and Loretta Turpin had a key role in organizing a leadership workshop with three community organizations: Leadership Thunder Bay, the Thunder Bay Association of Volunteer Administrators, and Volunteer Thunder Bay. The workshop took place on November 13 with presenter Kathleen Douglass, President of the Professional Association of Volunteer Resources – Ontario. St. Joseph's Care Group was well represented at the workshop which was attended by leaders from all sectors of our community.

### **Housing and Homelessness in Mental Health**

Access to affordable and safe housing is a major component of stabilizing people with mental illness. The Getting Appropriate Personal and Professional Supports (GAPPS) team was developed in part to address the mental health and addictions needs of the homeless. Alaine Auger, Coordinator of the GAPPS teams, attended the first Canadian Alliance to End Homelessness Conference in Ottawa. Attendees from across the country were there to learn about, share information from their communities, and discuss issues related to homelessness in Canada.

### **Diabetes Health Client Feedback**

Samantha McCarthy, Registered Nurse (RN) at Diabetes Health, received some great feedback this month from her clients:

From a pediatric client who moved to another part of the province: *"You are honestly the best nurse that I have had for diabetes. I'm scared of what might happen in my future if I don't get my levels under control. They don't like it here when I change something without supervision, so I don't even have control over my own care."*

And, from a newly diagnosed adult: *"Thank you for everything so far. I am very happy and relieved to know that I am in such wonderful hands at the Diabetes Centre here in Thunder Bay."*

### **2013 Preceptor of the Year Award**

Congratulations to Denise Taylor, Special Rehabilitation Physiotherapist, who was selected to receive the 2013 Preceptor of the Year Award from the Scholl of Rehabilitation Science at McMaster University. The award recognizes Denise's commitment to excellence and outstanding contributions to the educational development of future physiotherapists and occupational therapists. Denise was nominated by Sarah Luxon. Sarah is an Occupational Therapy student who worked on Special Rehabilitation over the summer as a physiotherapy/occupational therapy assistant.

### **Stroke Collaborative Conference**

Six staff from both the Neurology Day program and the Special Rehabilitation program attended the Stroke Collaborative in Toronto on October 28, 2013. Alena Frowen, Therapeutic Recreationist from Special Rehabilitation, along with Esme French, Regional Stroke Rehabilitation Stroke Specialist from the Northwestern Ontario Regional Stroke Network, presented at one of the concurrent afternoon sessions on "Supporting Increased Activity on Evenings and Week-ends: The Use of Volunteers in Inpatients Stroke Rehabilitation".

### **Employee & Physician Experience Surveys – Every Voice Counts**

In September, St. Joseph's Care Group (SJCG) launched our biannual employee and physician surveys. The surveys were distributed and completed primarily via electronic access during work time this year. We were thrilled to have a **61.4%** response rate, the best we've ever received! The survey was conducted by National Research Corporation Canada (NRCC) and our responses will be benchmarked not only against the SJCG 2011 survey results, but also against other healthcare organizations within Ontario. The survey results will be ready for presentation to the Leadership Team by NRCC in December and shared throughout the Care Group early in the New Year.

### **Northern Canvas Project**

On November 7, Allison Hill, Shelley Peirce and Kimberly Upton participated in a session organized by Confederation College, along with many of our healthcare partners, as part of the Northern Canvas Project. The goal of the Project is to attract Internationally Educated Healthcare Professionals (IEHP) from Southern Ontario to work in Northwestern Ontario. At the session we learned more about the project and heard about the best practices of Hamilton Health Sciences for integrating IEHP within the healthcare workforce. There are a number of internationally educated nurses willing to relocate to our region and we look forward to the opportunities to consider these candidates for employment within St. Joseph's Care Group.

### **Launch of PAVR-O Survey**

On November 18<sup>th</sup>, Volunteer Services launched the 2013 Volunteer Opinion Survey. St. Joseph's Care Group Volunteer Services will be benchmarked against 59 other hospitals/healthcare centres across the province. Results of the survey will be summarized and sent back for review by the Volunteer Services Advisory Committee, so we can celebrate what we do well and determine ways to make improvements in identified areas.

### **Budget Development**

The annual operating and budget development process has commenced. Planning templates and financial budgets were submitted November 29, 2013. The next step in the process requires the preparation of the overall corporate budget and analysis and review of the submissions.

### **Capital Updates**

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

Construction continues to progress on schedule and on budget. Additional discussion related to the Phase 2 business case is occurring with the LHIN and Ministry of Health and Long Term Care (MOHLTC). We continue to work on obtaining approval within the timeline required within the construction contract.

The City-wide CEISS Steering Committee is meeting on December 4, 2013 to provide a project update and discuss transition plans. This committee includes the relevant partners involved in the CEISS Project. An operational steering committee has been established and the first meeting is being held December 11, 2013. The role of this committee is to oversee the development and implementation of transition plans to the new facility. The key outcome the team is striving for is ensuring a safe and seamless transition for clients from their current facility to the new CEISS home.

#### ***SMHRP (Specialized Mental Health Rehabilitation Project)***

The Hospital and MOHLTC have reached agreement on the Block Schematic report. The draft Sketch Plan documents have been prepared and are being finalized for submission by December 6, 2013. This is the final stage prior to tendering the project.