

## Mission Moment

"I want to take this opportunity to say thanks - thanks for listening, thanks for caring, thanks for fixing and especially thanks for the shoulder to cry on. You are a GREAT group with fantastic staff to be proud of. Even though Mom has moved to a long-term care home, I think of you often. There is a special spot in my heart for all you have done for me and Mom. God Bless."

Family, Sister Leila Greco Apartments

## Strategic Priorities

*"The focus of our work"*

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

### NOSM Student Placements within Seniors Health

Community Learning Sessions for two medical students were coordinated at Hogarth Riverview Manor, Sister Leila Greco and Bethammi Nursing Home. Feedback received from the students following the first session was very positive and included requests for future learnings which will be incorporated in the next session.

### Life Enrichment at Supportive Housing

Life Enrichment at both P.R. Cook (PRC) and Sister Leila Greco (SLG) Apartments promote Client Centred Care through implementing new innovative programs and supporting existing programs. Life Enrichment is supporting the dining program, and their contributions to this service are increasing a pleasurable dining atmosphere as well as reducing risks to clients. Life Enrichment is also working with our clients to increase participation in the daily Exercise Group offered by Victorian Order of Nurses Physiotherapy.

### Lakehead Psychiatric Hospital (LPH) Bed Reduction Plan

We are very close to achieving our targeted number of 38 beds at the LPH site, to match the planned number of beds for the new rehabilitative wing at St. Joseph's Hospital. During the last month, we have been working with the Community Care Access Centre (CCAC) and the Long Term Care Homes to facilitate discharges of eligible clients to Long Term Care.

### Family Engagement

A meeting with families of clients from the Adult Rehabilitation and Older Adult Rehabilitation programs at Lakehead Psychiatric Hospital was held March 26, 2015. This meeting was the first combined meeting for families of clients of both inpatient program areas. Janet Sillman provided an overview of the LPH Bed Reduction Plan and reported on progress to date. Discussion about ongoing planning and next steps toward the move to the new Specialized Mental Health Rehabilitation Program was also a focus of the meeting.

### Multiple Partnerships in Care

In partnership with OPTIONS Northwest, Avenue II, and Thunder Bay Regional Health Sciences Centre (TBRHSC), staff from Evergreen High Support Home successfully facilitated the admission of an Avenue II client to the one-bedroom apartment within the home which is designated for clients with dual diagnosis (psychiatric and developmental diagnosis). The client was admitted to Evergreen from TBRHSC to support a smooth transition and eventual return to his home in the community.

### BISNO Transfers

2N Medically Complex services successfully transitioned four clients to their new homes with Brain Injury Services of Northern Ontario (BISNO) in February. The clients' stay at St. Joseph's Hospital ranged from just over two years to many years, so the move to a new apartment was a significant change.

## Seniors' Care

A video describing and showing images of Geriatric Rehabilitation at St. Joseph's Care Group is complete. The video will be loaded onto Community Care Access Centre Coordinators' laptops for potential clients and their families to view. The video will be shared broadly with potential referral sources, including Thunder Bay Regional Health Sciences Centre, Regional Hospitals and Seniors' Health programs.

## Assess and Restore Program

Reactivation (2S) and Geriatric Assessment and Rehabilitative Care (5N), the two teams providing care under the Assess and Restore philosophy, have identified additional indicators and outcome measures for the Assess and Restore clients.

## Honoured for Work in Client-Centred Care

On March 9, Jessica Saunders, Client and Community Relations Coordinator, was selected as one of **Ontario's 20 Faces of Change** in Toronto. The awards were created by The Change Foundation to honour those who have inspired positive client and patient-centred change within the provincial healthcare system. The award recognized work relating to the Model of Client-Centred Care which includes facilitation of client and family storytelling sessions for the Board of Directors, staff education on client-centred principles, and the development of a Client and Family Partner Program.

## Corporate Principles

*"Guide posts for how we work"*

Quality & Safety ♦ Collaboration ♦ Innovation ♦ Accountability

## Bed Safety Presentation

Laurie Macdonald presented two posters, *Considerations for Bed Safety: A Quality Improvement Approach Taken St. Joseph's Care Group*, and *Bed Safety Toolkit for Enhancing Client Safety in Health Care Facilities*, at the Accreditation Canada Quality Conference, held in Toronto. The presentation provided the opportunity to highlight best practices and network with other health care providers involved in addressing client/resident safety across Canada.

## Collaboration for Clients with Dual Diagnosis

Community Mental Health Dual Diagnosis program is collaborating with the Centre for Addictions and Mental Health and Thunder Bay Regional Health Science Centre to evaluate the effectiveness of an information sheet that clients can take to the Emergency Department. The information includes both medical history and suggestions for how best to communicate with and reduce anxiety of people with a developmental disability.

## Wound, Ostomy, Continence

Donna Fossum and Cheryl Ertl met with the Diabetes Health Team to discuss resources and referral processes and with the Northwest Local Health Integration Network to discuss the future direction of wound care in the region. Donna and Cheryl also have continuous consultation with Ontario Telemedicine Network related to the telewound initiative.

A telewound pilot has been initiated and several referrals have been received. Nipigon and Marathon have successfully implemented the pilot. The team continues to work closely with our Long Term Care teams to implement this initiative with their providers.

## Strategic Enablers

*"Functions that support our success"*

Our People ♦ Infrastructure ♦ Communication

## Clinical Manager Recruitment Hogarth Riverview Manor (HRM) Expansion

Jennifer Bean and Kathleen Romano have joined the Seniors Health team as new clinical managers at HRM. Jennifer brings to us an extensive background in the clinical field, occupational health, quality improvements and best practices in Long Term Care. Kathleen brings to us an impressive background in the clinical field. She has extensive experience with clinical trial management, service delivery, clinical operations and the development of quality and performance outcomes. Welcome to both!

## **Everything Seniors**

To continue the efforts of promoting the services offered through Community Seniors' Health, an information booth was established at the *'Everything Seniors'* event at Intercity, supported by Howard Nistico and Melissa Berry.

## **Site Visit**

The Northern Ontario School of Medicine (NOSM) Psychiatry Residency Program hosted a site visit by Dr. Gary Chaimowitz from McMaster University, to review the current safety features and issues in the clinical settings at both Thunder Bay Regional Health Sciences Centre and St. Joseph's Care Group in Thunder Bay. The visit to St. Joseph's Health Centre was very positive, with compliments from Dr. Chaimowitz on both the attractiveness of the setting and the safety measures that are in place.

## **Community-Based Exercise Program**

Kirsti Reinikka is part of a Research study, related to Hand Function in Community-Dwelling Stroke Survivors. This study was selected as one of 50 research teams highlighted for Lakehead University's 50th Anniversary. This article is posted to the Lakehead University website and in E-Zine.

## **Employee Recognition**

March was "Employee Recognition Month" for St. Joseph's Care Group and was kicked off with a wonderful Reception & Dinner held at the Valhalla Inn on Saturday, March 7<sup>th</sup>. Gift presentations were made to the 2014 retirees by Tracy Buckler and Board Chair, Gary Johnson. Throughout the month, managers organized and hosted celebrations to recognize team members and to provide gifts to staff who reached a career milestone of 5 to 45 years of service.

## **Ontario Employer 2014 Designation**

St. Joseph's Care Group has been awarded the Provincial Partnership Council's *Ontario Employer* designation for 2014. This designation recognizes extraordinary employers that are supporting the futures of significant numbers of high school students in their community. Our Volunteer Services Coordinators championed this initiative.

## **Certification Achievement**

Anna Grenier, Coordinator, Volunteer Services, successfully acquired the international Certification in Volunteer Administration (CVA) credentials. The credential recognizes practitioners in the field of volunteer management who meet specified standards, education and experience. Both Anna and Loretta Turpin have now achieved certification at a provincial, national and international level.

## **College of Occupational Therapists of Ontario**

Congratulations to Laurie Macdonald, Occupational Therapist, elected to the Council of the College of Occupational Therapists of Ontario.

## **Research Staff Recognized**

Sacha Dubois, Carrie Gibbons and Lana Ozen of the Centre for Applied Health Research were recognized by Lakehead University in their *50+ Research Stories*.

## **RNAO BPSO Pre-Designate**

St. Joseph's Care Group (SJCG) has been selected as a Registered Nurses Association of Ontario (RNAO), Best Practice Spotlight Organization (BPSO®) pre-designate. SJCG is one of nine Ontario healthcare organizations selected. Funded by the Ontario government, the BPSO® program gives health-care organizations the chance to collaborate with RNAO to enhance excellence in client care through implementation and evaluation Best Practice Guidelines (BPG's), and share their experiences. At the end of the 3 year pre-designation period, and assuming all deliverables are met, the organizations achieve "BPSO® Designate" status. SJCG has identified the following five RNAO Best Practice Guidelines (BPG's) as priorities for both our multi-sector organization and community at large, and the alignment with both the Strategic and Quality Improvement Plans:

1. Establishing Therapeutic Relationships
2. Screening for Delirium, Dementia and Depression in Older Adults
3. Caregiving Strategies for Older Adults with Delirium, Dementia and Depression
4. Prevention of Falls and Fall Injuries in the Older Adult
5. Strategies to Support Self-Management in Chronic Conditions: Collaboration with Clients

## **Infrastructure**

St. Joseph's Hospital inpatient clinical management is working closely with members of the Planning and Performance team to improve Case Mix Index (CMI) values. These values, based on client complexity and rehabilitative needs, drive the revenues for Complex Continuing Care beds.

## **Data Centre**

The consultants hired to conduct a review of the options for mitigating risk to the Shared St. Joseph's Care Group (SJCG) and Thunder Bay Regional Health Science Centre (TBRHSC) Data Centre have completed their review and submitted their report. The consultants have recommended that the best option, in terms of performance, risk mitigation, and operational efficiencies is to build a data centre in the new TBRHSC Health Sciences Building. SJCG and TBRHSC will seek out funding opportunities to support the project and will submit for capital consideration in the 2016/17 budget.

## **Northwest Supply Chain Collaboration (NSC)**

The NSC and its thirteen (13) member Hospitals, continue to experience success with the standardization of a diverse set of contracts covering goods, services and capital purchased in the region. As existing agreements expire, the NSC is converting HealthPro agreements to Medbuy, our current Group Purchasing Organization, with year over year savings at an average of 7.3%. St. Joseph's Care Group has recently gone over the \$500k threshold for annualized savings with an overall savings of approximately \$1.1 million since the inception of NSC.

## **HIRF (Health Infrastructure Renewal Fund) update:**

SJCG received a funding announcement last fall from the Ministry of Health and Long-Term Care HIRF. A number of roofing projects were completed in January of this year using these funds. We have already seen some significant building heating savings due to these improvements. The other approved project is the replacement of an air conditioning unit.

## **Virtuo – Employee Self Serve**

The Employee Self Serve modules have been rolled out to a few early adopter teams. These teams have provided Payroll with feedback which will assist with the roll out of the modules to all employees of St. Joseph's Care Group. Currently there are 195 users on the system.

## **Operating and Capital Budget**

A balanced operating plan has been submitted to the LHIN for the 15/16 Fiscal year. The Hospital Annual Planning Submission (HAPS) includes hospital revenues of \$111 million with expenses of \$110 million before amortization of buildings and long term interest. The total SJCG budget including all operations is projected at \$157 million which includes 4 months of operations for the new Hogarth Riverview Manor expansion.

Capital Budgets have been finalized and will be sent out to the management team once approved by the Board.

## **Capital Updates**

### ***Hogarth Riverview Manor Expansion and Addition***

Construction is progressing well, and at the end of February the project is approximately 74% complete. There are no significant budget or schedule issues. A construction schedule is being developed for the Hogarth Riverview Manor (HRM) 32-bed addition phase.

Significant work is underway through the working group structure. Some specific areas that are in the process of being developed and finalized include:

- Resident move schedules
- Emergency plans
- Furniture selection
- Signage and wayfinding plans
- Room numbering plans
- Equipment procurement plans
- Human resource staffing and training plans

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

Tenders were received on January 28, 2015 from 4 prequalified general contractors. The Ministry of Health and Long Term Care has received the submission package for approval to award the tender. Based on a 90-day response period, we should receive Ministry approval to award by mid-April and be able to commence construction in late spring.