



Leadership Team Report

June 2015

Care
Compassion
Commitment

"St. Joseph's Care Group does such a great job at showing appreciation for their volunteers. Thank you!"

Volunteer and Family Member

Strategic Priorities

"The focus of our work"

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

Board Storytelling

As part of the Model of Client-Centred Care, the third session of the storytelling series took place at the Board of Directors meeting on May 20, 2015. Dr. Jack Haggarty (psychiatrist), Nathan Richards (client) and Sherrille Stryker (family member) shared insights about the Shared Mental Health Program, including positive aspects about the service and any recommendations they had for improvements.

Women's Health Fair

Adult Addictions participated in the *All That's Well for Women Health Fair* held at the Prince Arthur Hotel on May 9th, with an exhibit and information on the effects of alcohol and other drugs on women's health.

ECHO Chronic Pain 'Boot Camp' attracts Northwestern Ontario Family Doctors

ECHO (Extending Community Healthcare Outcomes) is a model of capacity building for family physicians and other clinicians to learn how to provide specialized care to clients in their own communities with the support of, and direct connection with, expert teams. Ten family doctors from Northwestern Ontario attended a 'boot camp' for the treatment of chronic pain and opioid management in Thunder Bay, hosted by SJCG's Chronic Pain Program and ECHO Ontario chronic pain. Staff from SJCG presented or co-presented sessions on proper seating, biomechanical interventions, myofascial pain, complex regional pain syndrome, mental health issues in chronic pain and the use of mindfulness and importance of movement and exercise in the treatment of chronic pain.

Senior- Friendly Hospital Action Plan

Jolene Winters, Laura Szturm, Lisa Grillo and Gail O'Quinn attended *Senior-Friendly Hospital Action Program: Accelerating Change Together in Ontario*, a three-day training event in Toronto. Education topics included Senior-Friendly Hospital Framework, Quality Improvement for Senior-Friendly Hospitals, and Leading and Sustaining Change Within our Organizations.

Aligned with the Senior Friendly Hospital priorities, Clinical Manager, Gail O'Quinn and psychologist Dr. Mun Tran completed the order set and protocol for delirium screening. Under the executive sponsorship of Meaghan Sharp, a clinical team has been put in place to move forward with delirium screening across St. Joseph's Care Group. Plans are in place to roll out the screen and order set on three St. Joseph's Hospital units over a three month period, with eventual hospital-wide implementation, followed by long-term care and mental health programs.

Youth Addictions U-Turn Program

Our sincere thanks to St. Ignatius High School for the generous donation (\$15,000) of the proceeds from their spring production, *Joseph and the Technicolour Dreamcoat*, to U-Turn and the Boys and Girls Club. U-Turn is an integrated service involving three agencies: Thunder Bay Counseling Centre, Children's Centre Thunder Bay, and our Youth Addictions Program (SJCG) who work in collaboration to provide a range of programs and services for youth living with substance use and mental health issues and their families. The funds will be used to expand our outreach to youth and families in need, delivering services and supports within school settings.

Programming Improvements – Senior Psychiatry Day Program

Senior Psychiatry Day Program (SPDP) has made great improvements to programming to incorporate consistent health talks, life skills training, and cognitive stimulation. The health talks this month focused on osteoporosis, arthritis, healthy eyes, healthy sleep, and cholesterol. Life skills training focused on computer training, falls prevention, and home safety.

Diabetes Health - Seniors' Care

Diabetes Health provided a screening clinic at the Thunder Bay 55 Plus Centre on April 20 and participated in the annual 55 Plus Health & Wellness Fair on April 23. About 200 participants were screened for diabetes at this event.

Amputee Program

The amputee program has been making use of beds at the P.R. Cook apartments with the goal of providing clients more appropriate accommodation other than an inpatient bed. The clients have provided very positive feedback about this arrangement. They deeply appreciate not having to be in hospital. For some clients, this arrangement has also provided a smoother transition back to independent living.

Urinary Continence Program (5N)

Based on senior friendly care principles, the Geriatric Assessment and Rehabilitative Care unit (5N) implemented a urinary continence program with the support of Laura Szturm, Clinical Education Coordinator. Through the program, clients are assessed on admission and throughout their stay for incontinence. If incontinence is identified, the intervention is completed and clinical protocols are initiated depending on the type of incontinence.

Corporate Principles

"Guide posts for how we work"

Quality & Safety ♦ Collaboration ♦ Innovation ♦ Accountability

St. Ignatius Partnership

Twenty-five Grade 11 students from St. Ignatius High School participated in a full-day experiential learning session with tours and panel discussions at Sister Margaret Smith Centre, St. Joseph's Health Centre and Lakehead Psychiatric Hospital. The students practiced mindfulness, talked with clinicians, learned about clinical programs and toured a 'mock-up' wing at Lakehead Psychiatric Hospital. We anticipate future sessions will be scheduled as part of the school curriculum.

Youth Engagement Event – Thunder Bay Drug Strategy

In collaboration with many agencies serving youth, the Thunder Bay Drug Strategy Youth Engagement Working Group held a Youth Engagement Event at the Sister Margaret Smith Centre on May 5th. The event was supported by *Right to Play*, an internationally known organization that specializes in bringing the voices of youth to the forefront through youth-led activities and facilitated discussion. Forty-eight youth attended the event, including 16 youth who volunteered to serve as facilitators. Collectively, the young people identified seven recommended strategies to reduce harm and enhance safety in our community.

Collaboration with Medical Diagnostics & Consulting (MDAC) Sleep Clinic

Mental Health Outpatient Staff met with MDAC to discuss collaboration around the treatment of insomnia. A representative from MDAC joined the staff in a day of training provided by Dr. Norah Vincent in the treatment of insomnia. Insomnia is a frequently co-occurring disorder in clients with mental illness. Research has indicated that appropriate treatment of insomnia is effective in reducing symptoms of depression and anxiety. This is the first step in developing a comprehensive approach to the treatment of sleep disorders.

Collaboration with Harbourview Family Health Team

Dr. Jack Haggarty, continuing his work in shared mental health care, has arranged for a psychiatrist from the Centre for Addictions and Mental Health in Toronto, Dr. Bismil, to provide psychiatric consultation by telehealth to the physicians at Harbourview Family Health Team. Until Harbourview moves into their new site, we have offered the use of a telehealth studio at St. Joseph's Hospital for consultations.

Dementia Education Session

Education was provided to Thunder Bay Regional Health Science Centre's safety attendants on the 'ABCs of Dementia'. This training also continues to be provided during the interprofessional orientation at SJCG.

Falls Working Group Collaboration

As one of five site-specific working groups established to help trial new falls prevention strategies, the Older Adult Rehabilitation Working Group began their 'small tests of change' to assess the effectiveness of the three Universal Falls Prevention questions. The working group will continue to carry out trials of the questions and the environmental falls prevention strategy over the next few months.

Pest Control Education in High Support Housing

Staff working in High Support Housing received education about pest control facilitated by an external company. Education was provided to staff in response to a recent issue encountered in one of the four high support homes. The education provided to staff focused on pest awareness, practices related to containment, and how to work comfortably and safely and protect themselves and clients while pest control professionals work to resolve the problem.

Lunch and Learn – Supportive Housing

'Lunch and Learn' sessions were held at St. Joseph's Hospital where staff involved in discharge planning were informed about the supportive housing environment. Presentation by Nancy Scoging explained supportive housing, the variation in clients and individual circumstances to be considered when discharging post-hospitalization.

Making Connections Family Support Group

In collaboration with the social worker from the Alzheimer Society, Teresa Legowski, Social Worker, has finalized preparations for offering the third 'Making Connections Family Support Group' for new residents/families of the Regional Behavioural Health Services Unit.

Regional Palliative Care

The Regional Palliative Care Program team completed visits to Nipigon, Geraldton, Dryden and Kenora to promote awareness of the Regional Palliative Care Plan amongst providers. The team also assessed local readiness and interest in developing community palliative care teams/committees. Planning is underway for a one-day workshop in June with the nine First Nations communities in the Fort Frances area, which will include their external service providers. The work of Naotkamegwanning First Nation and the End of Life First Nation project at Lakehead University is being used to guide this process. In March, a successful one-week visit to Sandy Lake was led by Robin Cano, RN and future engagement continues with the communities of Sandy Lake, Wunnumin Lake and Wapekeka.

Telepalliation

Several opportunities for expanding the telepalliation pilot project into the region using additional applications of the tablet technology have been identified. Interested partner sites include the Marathon Family Health Team, Nipigon District Memorial Hospital, and Sandy Lake First Nation.

The telepalliation pilot project received positive coverage in both the Globe & Mail and on CBC radio. Robin Cano delivered a presentation on the project at the National Telemedicine Conference in Toronto on April 28th.

Enhancing COPD Care in the Community

Jennifer Woodbeck met with the Tele-homecare nurse at CCAC regarding the COPD Education Clinic. A meeting has been organized with TBRHSC's COPD Tele-homecare Monitoring Program, CCAC Tele-homecare Monitoring Program, St. Joseph's COPD Education Clinic and the Pulmonary Rehab program, in order to share roles and information to enhance and streamline COPD care in our community.

Telewound via OTN - Pilot Project

The Telewound pilot project is an ongoing initiative that utilizes a secure OTN platform to enable providers in the community, and within the region, to efficiently share clinical information regarding clients to our expert wound care nurses. This pilot was expanded in April and is starting to generate more referrals.

Strategic Enablers

"Functions that support our success"

Our People ♦ Infrastructure ♦ Communication

College of Psychotherapy – Adult Addiction and Problem Gambling Programs

Congratulations to Kevin Dawson, Erin Dietrich, Melissa Pudas, Linda Stevens and Andrea Wrzecionek who have been accepted into the College of Psychotherapy.

Business Intelligence Project

Phase 1 development of a Data Warehouse Infrastructure is now complete. The Data Warehouse is the foundation of our business intelligence system which enables storage of data from a variety of information sources. The goal is to improve access and quality of data to support decision-making across the organization. Phase 2 has now begun which involves development of a Microsoft Sharepoint Portal including data visualization tools and automated reporting. The expected completion for this phase is October 2015.

Understanding the Whole Person

The P.E.I.C.E.S. model promotes understanding the whole person in the domains of physical, emotional, intellectual, capabilities, environment and social (P.E.I.C.E.S.). Enrico Coppola, Jennifer Moreau, Dayna Ingves, Kathleen McGeagh, Kim Clarke, Sherry Caruso, Tammy Crnkovich and Lisa Petersen received their certification in P.E.I.C.E.S.

Interim Manager – HRM, Regional Behavioural Health Services Unit (BSU)

Kristen Wojtalik RN has accepted an interim manager position in Willow Grove (BSU). Welcome Kristen!

Nursing Week

This year's Nursing Week marked the official kick-off of the SJCG Nursing Strategy. The Nursing Strategy aims to strengthen nursing and personal support practice across SJCG and was built upon the voices of nurses, personal support workers, clients and families. The three themes of the Nursing Strategy are: 1) The voice of nursing; 2) role clarity and scope of practice, and 3) professionalism in nursing. Meaghan Sharp presented the strategy at various sites during Nursing Week.

Late Career Nurse Initiative

Front-line workers play a pivotal role in leading change, and provide a voice for point-of-care staff in process development related to SJCG's strategic and quality improvement plans. A great example of this is the nurses involved in the Late Career Nurse Initiative this year:

- Sue Haley - "*Role Clarity*"
- Sharron Pitre - "*Building Capacity in Mental Health and Addictions*"
- Annie Oryschuk, Deb Cancilliere and Jenny Mol - *Documentation, the Role of Care Nurse in CC RAI/MDS Process*
- Lorrie McEvitt - "*Developing Insulin Pump Protocols for Inpatients*"
- Sandra Kuzyk - "*Self Management Training*"
- Mary Jane Cameron - "*Medication Reconciliation*".

Thank you for your dedication and hard work. Also, we would like to take the opportunity to thank the project leads and managers who supported the nurses taking part in this initiative.

Documentation Education

As noted above, three late career nurses, with support from Planning and Performance, provided one-on-one education to 208 nursing staff and 49 nursing students at St. Joseph's Hospital during the months of February and March. The goal of this education was to improve documentation that supports RAI (Resident Assessment Instrument) assessments within complex care to improve case mix index (CMI). Complete and accurate documentation will assist us in obtaining appropriate funding.

Team Leader, Sister Leila Greco Apartments

We are pleased to announce that Jenny Myshok has accepted the position of Team Leader at Sister Leila Greco Apartments. Jenny brings with her vast experience working with seniors' services as a supervisor in the community as well as in long-term care and retirement homes. Jenny starts her position in mid-June, and we look forward to her being a positive addition to our team. We have also hired casual PSWs and clerical support workers for upcoming vacation coverage.

Amputee Program

Chelsea Heath, OT, and Susanna Puiras, PT, attended the Ontario Association for Amputee Care Conference in London, ON. Conference topics ranged from outcome measures, models of care in amputee rehab, issues in cognition related to functional success with prosthetics, and new innovations in prosthetics. This provided a great opportunity to collaborate with other Amputee Programs across the province.

Capital Updates

Hogarth Riverview Manor Expansion and Addition

Construction is progressing well, however the contractor has not recaptured the slippage in the schedule as originally planned, and at the end of May, the project is approximately 84% complete. Schedule issues continue to be closely monitored by SJCG along with the project manager and architect. There are no significant budget issues and none are anticipated to arise prior to completion of the current construction phase. A preliminary construction schedule has been developed for the Hogarth Riverview Manor (HRM) 32-bed addition phase and is currently being reviewed.

The renovations of the Food Services area are underway in the existing HRM building as well as the loading dock renovations. This work is slightly behind schedule and is phased to ensure there is no impact to service levels for residents. The completion of this work is independent of the overall project schedule, however we continue to monitor progress to ensure timelines and communications are managed effectively.

Revised costing for the LINK project has been received and is being reviewed with our private partners (Janzen's) and project team members. We continue to explore opportunities to achieve efficiencies to reduce the overall cost.

A preliminary move schedule has been established by the Move-In Working Group, and this will continue to be refined as we get closer to the move date. Phasing of operating budgets is being completed to determine resource and staffing needs over the move period.

East Wing - Specialized Mental Health Rehabilitation Project

SJCG received MOHLTC approval to award the tender on April 24, 2015. A construction kick-off meeting was held on May 12, 2015, with the construction and project management team. Construction activity has begun on site, with excavation and piling being the most prominent activity. The contractor has hoarded off the hospital's south parking area as part of the construction site, which creates challenges for clients and visitors attending the site. An option is being explored to introduce valet parking service at the hospital site to ease the impact. If feasible, this will be introduced as soon as possible.

Other significant construction activity over the next several weeks will include:

- Boiler and mechanical room demolition, including masonry stack
- Excavation and demolition of parking area
- Continuation of piling program
- Hoarding around the cafeteria area
- Installation of new sanitary sewer line
- Asbestos abatement, boiler room.

We have been waiting for a long time to get the East Wing project underway, so it is certainly gratifying to see activity onsite; however, now that it IS a construction site, everyone is reminded to please be cautious when entering or exiting St. Joseph's Hospital.