



### MISSION MOMENT

*"Being an inpatient can be difficult. One day, after being in hospital for over a month, I had a breakdown. I was frustrated, sad and scared. A nurse took the time to sit with me and talk me through my feelings. He must have informed his colleagues that I was having a tough go because the next day each staff member paid extra close attention to me. Just the gesture of them asking me how I was doing and if they could do anything for me made me feel very well cared for."*

Client, St. Joseph's Hospital

### Strategic Priorities

*"The focus of our work"*

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

#### Evening Volunteer Program at SJ Hospital

An evening volunteer program has been successfully initiated at St. Joseph's Hospital in response to focus group feedback in which clients reported feeling scared and confused when first being admitted to St. Joseph's Hospital Inpatient programs. Volunteers are directed to the units where new clients are being admitted and family is not available, with the role of being a support to the client through the transition.

#### Hogarth Riverview Manor (HRM) Admissions

On November 9, 2016, the Director of the Ministry of Health and Long-Term Care's Inspections Branch issued an order for St. Joseph's Care Group to cease admissions to HRM. This was due to a number of outstanding and repeat compliance orders. The Director indicated that in consideration of the size of this project (416 beds), stopping admissions for a period of time would allow us to ensure processes are in place to provide safe, quality care to the residents of HRM. We have since made significant changes at that site, and are conducting massive retraining for over 400 clinical staff, as well as ensuring all of our staff have the tools, support and skills required to meet the expectations of the role.

We are extremely cognizant of the system implications the ceasing of admission may cause, given the ongoing overcapacity challenges. The Director of Inspections is aware of these system concerns and will take this into consideration when determining the timeframe for admissions to resume. HRM admits approximately 15 residents per month. We have been in close and frequent communications with our system partners (TBRHSC, CCAC, NWLHIN) during this challenging time, and are appreciative of our partners' support and understanding.

#### National Pain Awareness Week

During National Pain Awareness week, the Chronic Pain team was pleased to make a public announcement about the enhanced funding (over \$1 million) for the program. During the press conference, Minister Bill Mauro awarded certificates of program completion to seven clients. The staff walked through downtown Fort William to heighten public awareness about chronic pain. The program staff and medical consultant, Dr. Bryan MacLeod, also presented a talk in the Georgian Room entitled "PainZilla...When Pain Takes Over" to over 100 members of the public. The team is currently developing a plan to ensure access to chronic pain services throughout the Northwest.

### **Rehabilitation Intensity Working Group Update**

The rehabilitation intensity working group continues to meet monthly and is currently trialing an electronic scheduling board on the Special Rehabilitation (3N) unit. Information Technology has been very supportive in moving the work forward.

### **Aphasia Workshop**

Julie Lo, Physiotherapist, and Dave Kushnier, Therapeutic Recreationist, attended Introduction to Supportive Conversation for Adults with Aphasia workshop offered by the NWO Regional Stroke Network. The strategies learned will help improve communications with aphasic clients.

### **Annual Active Living Workshop and Information Fair**

Nicola Novak participated in the annual Active Living Workshop and Information Fair hosted by the Thunder Bay 55 Plus Centre. Eighty participants attended the event this year and forty were screened for type 2 diabetes.

### **St. Ignatius Students Education Day**

On Friday, November 25, 2016 a class of Grade 11 students participated in an Education Day/Site Visit Day. Half the class attended morning sessions at the Health Centre and the other half attended sessions at the Sister Margaret Smith Centre. Sessions included panels of clinicians talking about their roles within the mental health care system. In the afternoon, students explored a mock unit located at LPH. They learned about the history of LPH and the transformation of the mental health care system, including the closure of LPH and the upcoming move to the East Wing. Part of the afternoon included a panel of three people with lived experience of addiction and mental illness. The students asked many questions of the panel and feedback from the students was positive. One student shared with his teacher that this was the "best field trip" ever!

### **Joint E-Referral Form for Mental Health**

St. Joseph's Care Group, Alpha Court, Canadian Mental Health Association – Thunder Bay and Thunder Bay Regional Health Sciences Centre have come together, supported by the Centre for Addictions and Mental Health, to develop a single web-based referral form for mental health housing, case management, outpatients and chronic pain. The site is called "The Access Point Northwest". Staff, clients and external stakeholders have been testing the software and giving feedback to the developers for the past 6 months. The referral is based on a similar referral form and process in Toronto called "The Access Point" and the staff there have been very supportive in the development. In November, the site was opened to referrals from Fort William Family Health team, as well as internal referrals from the four founding agencies. Over the next six months, the website will be opened to other agencies and to the public.

### **Joint Occupational Health and Safety Committee Members**

Kristi Quaid and Maureen Bostrom, members of Peer Council, were invited to join the Joint Occupational Health and Safety Committee (JOHSC) at Lakehead Psychiatric Hospital. Peer Council members spend a great deal of time with clients and collaborating with staff in running programs. It was felt that input from Peer Council would be a valuable addition to the JOHSC.

### **Adult Addictions – Sister Margaret Smith Centre**

On November 17, staff from Sister Margaret Smith Centre (SMSC) took part in the Mental Health and Addictions Tradeshow which was hosted by Nishnawbe Aski Nation at the Nor Wester Hotel. A booth was set up with information material which facilitated conversations with National Native Drug and Alcohol Program workers from across Northern Ontario, including many remote communities. The SMSC program receives ongoing referrals from these communities; this was a great opportunity for everyone to meet and exchange information and ideas about making the referral process as smooth as possible.

### **Registered Nurses' Association Ontario – Best Practices Champion Workshop**

St. Joseph's Care Group hosted a full day workshop designed to enhance clinical capacity and serve as a leader within their respective organization to promote best practices when working with patients who have identified substance use issues. The workshop was well attended with more than 45 participants from across the Northwest.

### **Building Healthy Foundations**

Nancy Scoging, Housing Manager attended the Building Healthy Foundations; Bridging the Gap between Health Care and Housing at the Nor Wester Hotel. Presentations were made by various community partners on housing issues, health care gaps and innovations that are occurring in the province.

### **Northern Supply Chain (NSC)**

The NSC is moving forward with a staffing expansion to meet the requirements of a new Transfer Payment Agreement (TPA) to on-board 24 additional Hospitals from the North East Local Health Integration Network (13) to the Northern Supply Chain Program. Our Management team is now finalized including the new Northwest Manager – Strategic Sourcing (St. Joseph’s Care Group) Tamara Martin. We have also hired two additional contract specialists and a Business Analyst to date. Two of the new hires are bilingual which will enhance our ability to meet all stakeholder and customer needs.

Our media event was held in Sault Ste Marie for the renaming of our collaboration and the official kick off for an expanded Northern Ontario shared services program with \$430 million annual contract spend. The event was well received with the North East Local Health Integration Network and Hospitals from the East in attendance.

### **Ontario eHealth Patient Health Record**

Information Systems/Technology team, on behalf of all the hospitals in the northwest region, have begun the process of contributing all dictated clinical reports to the provincial repository. When this work is completed, we will then be granting clinicians access to the provincial provider portal to view laboratory and clinical reports from hospitals, community laboratories and community care access centres across the province.

## **Strategic Enablers**

*“Functions that support our success”*

Our People ♦ Infrastructure ♦ Communication

### **Professional Practice Leader**

Dave Kushnier, TR, has accepted the role of Professional Practice Leader – Recreation Therapy. Dave will be starting this new role in November.

### **Outpatient Mental Health Service Changes**

A number of changes have been made in the Mental Health Outpatient Program (MHOP) at St. Joseph’s Health Centre to address lengthy waitlists. All clients are now invited to a Welcome Workshop, held twice weekly at which important issues such as confidentiality and client rights and responsibilities are discussed. As well, the clients are given an overview of the options for treatment. Clients are assigned a “Decision Guide”, who works with the client to determine the options for treatment. These changes have resulted in substantially decreased waiting times. Staff from MHOP have done a “road show” during November, presenting to more than 50 people from 10 agencies and two family medicine clinics.

### **Health Quality Ontario Opioid Misuse Working Group**

Kristi Quaid has been invited to join the Health Quality Ontario (HQO) working group addressing opioid misuse and response to overdose working group. One of two representatives from Northern Ontario, Kristi brings a client voice and strong advocacy skills to this role.

### **New Psychiatrist**

We are pleased to welcome Dr. Carolina Vidal, psychiatrist, who relocated to Thunder Bay from Toronto on November 7, 2016. Dr. Vidal will be working with the Adult Mental Health Program at TBRHSC.

### **Subspecialty Training**

Congratulations are extended to Dr. Tegan Sacevich on obtaining her sub-specialty certification in Geriatric Psychiatry from the Royal College of Physicians and Surgeons of Canada.

### **Stretch & Relaxation Session**

Members of the SJCG Wellness Committee are offering a “Gentle Stretch & Relaxation” session for staff in their building at Sister Margaret Smith Centre from early November until late December. The aim is to focus on staff emotional and physical health by participating for 15 minutes over the lunch break time.

## **Library Plan**

Library Services staff have created a Library Plan to guide our work over the next several years. The Plan focuses on enhancing access, optimizing services, creating connections with our partners, and ensuring that the library space is interactive, flexible and usable. If you would like to see the Library Plan, please contact Library Services staff.

## **Take Our Kids to Work Day**

Corporate Learning hosted "Take Our Kids to Work Day" on November 2, 2016. We welcomed 18 grade nine students who spent the morning learning about the history of mental health care service delivery and how it is changing.

## **Dementia Care Conference**

All the staff of the Manor House attended the annual Dementia Care Conference hosted by the Alzheimer Society of Thunder Bay. This workshop provided an introduction to Positive Approach™ philosophy and care partnering techniques that change the way people think about dementia and improve quality of life for the person living with dementia.

## **Director of Care Hogarth Riverview Manor (HRM)**

Welcome to Pamela Nisbet who has been hired as the Director of Care for HRM. Pamela is coming to us from Ottawa where she was most recently the Interim Administrator at the H.J. McFarland Home in Picton. Prior to this she was the Administrator at Extencicare - Laurier Manor in Cobourg.

## **Capital Updates**

### Hogarth Riverview Manor (HRM) Expansion and Addition

Construction continues on the Hogarth Riverview Manor (HRM) Addition that will add 32 beds to the existing area, for a total of 128 beds when completed. The new South and West Wings are closed-in, with mechanical and electrical rough-in work completed. The Resident Home Areas (RHA's) are in the process of being drywalled and painted. The flooring contractor was on site starting work on November 21. Millwork installation has commenced and will be ongoing over the next 2 months. Schedule reviews are being completed weekly and additional work force has been added to mitigate the current schedule slippage.

The Central Block area that houses the new chapel and some administrative offices is ready for mill work installation as soon as it arrives on site.

Areas vacated by the General Contractor have been cleaned and are being set up with equipment and any required maintenance of the rooms.

The procurement plan for furniture and equipment plan is approximately 50% completed.

The construction schedule submitted by the General Contractor has been revised showing additional delays and a revised substantial completion of January 27, 2017. This is being discussed with the related Health partners to determine the impact to system plans.

The LINK building is closed-in and mechanical and electrical systems are being installed. Tenant space has been turned over to allow for their fit-up renovations to commence. The most recent schedule has been revised to show completion by the end of the calendar year.

### East Wing Project

The East Wing Project at the St. Joseph's Hospital site commenced approximately 18 months ago. The general contractor has issued progress certificates for work to date showing a 54% project completion to the end of October 2016.

Structural steel erection, roofing, and concrete is completed and the finishing of the exterior of the building will be completed by December 2016. Exterior windows are being installed and the building will be completely closed in by early January. Mechanical and electrical rough-ins are in progress, and interior framing of the building has commenced. Interior renovations for connection to the existing hospital are also in progress with the focus on the new loading dock and receiving area and freight elevator.

The contractor has identified schedule slippage and St. Joseph's Care Group has received an updated schedule that shows an October 2017 substantial completion date which reflects a 5 month delay from base line. Current progress appears to be in line with the revised schedule. Costs are currently within budget and continue to be monitored closely.