



St. Joseph's Care Group

Accredited with Exemplary Standing

April 2022 to 2026

St. Joseph's Care Group has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It is accredited until April 2026 provided program requirements continue to be met.

St. Joseph's Care Group is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **St. Joseph's Care Group** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

St. Joseph's Care Group (2022)

St. Joseph's Care Group (SJCG) combines tradition and innovation in responding to the unmet needs of the people of Northwestern Ontario since 1884. We are here for our clients, offering a broad range of programs and services in Addictions & Mental Health, Rehabilitative Care, and Seniors' Health across eight sites in the City of Thunder Bay. With over 2,200 staff and growing, we pride ourselves on maintaining our values of Care, Compassion, and Commitment. We are always changing, always finding new ways to meet the needs of the people we serve, and always here for you when you need us.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

April 24, 2022 to April 29, 2022

Locations surveyed

- 7 locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- 12 sets of standards were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

St. Joseph's Care Group (SJCG) is commended on preparing for and continued participation in the Accreditation Canada process. The surveyors were very appreciative of the warm welcome and the openness of the staff, residents, families, and community partners. It was evident that everyone worked hard to prepare, and their diligence was evident.

As a Catholic organization, SJCG combines the tradition of the Sisters of St. Joseph of Sault Ste. Marie and innovation in responding to the unmet needs of the people of Northwestern Ontario. SJCG offers a broad range of programs and services in Addictions and Mental Health, Rehabilitative Care, and Seniors' Health in the City of Thunder Bay. SJCG is the regional lead for Rehabilitative Care, Behavioural Supports, and Palliative Care across Northwestern Ontario. This vast service area and culturally diverse client population include many remote and isolated communities where access to specialized health services presents a barrier. To this end, SJCG continues to seek innovative ways to deliver care through technology and strong partnerships to meet the population health needs in these communities.

The SJCG's physical infrastructure is well maintained with a hazard and risk reporting process in place to identify, manage, and address risks across sites. 2030 and 2050 initiatives are being prepared to seek funding to reduce carbon gases, with the goal of achieving carbon neutrality to lessen the organization environmental impact. The organization has made it a priority to create break/rest spaces for staff (e.g., the living wall sanctuary at the main entrance of the St. Joseph Hospital site). SJCG's refreshed 2020-2024 strategic plan 'Here for You When You Need Us' reflects the transformational change to Ontario's health care system and reinforces a commitment to their clients, people, partners, and future as they continue their mission of meeting the unmet needs of the people of Northwestern Ontario. Notably, the strategic plan includes the recommendations from the First Steps Report 'Wiidosem Dabasendizowin: Walking with Humility', several of which have been actioned to date. The Board and Leadership teams are committed to developing and implementing further diversity, equity, inclusion, and anti-racism initiatives.

The onset of the COVID-19 pandemic pivoted the organization's strategic focus to pandemic response. The early establishment and implementation of the COVID-19 response plan was a critical success

factor in the surveillance, detection, outbreak management, containment, recovery, and sustainability through the COVID-19 pandemic waves to date. This included, but was not limited to, the early adoption of universal masking, single-site employment policy, education, Infection Protection Audits, COVID-19 care isolation units, and staff and resident vaccinations. An example of SJCG's mission in action was the establishment of an isolation shelter within weeks of the declaration of the pandemic, for anyone experiencing homelessness or precarious housing who could not heed the advice of public health to "stay home and self-isolate." Over 1,300 clients were able to safely isolate themselves with medical and social supports.

The leadership and staff have demonstrated an impressive response to the global pandemic built on a strong foundation of a robust emergency preparedness program, and strong, committed, and capable leadership. The handling of the pandemic across the SJCG sites is a testament to the strength of the organization's emergency planning, inclusive of a highly engaged multidisciplinary Emergency Planning Committee. There are good links between SJCG and provincial and local municipality levels for emergency preparedness, including serving as offsite muster sites for the local library and schools. There have been many improvements to medication management which include the expansion of the hospital pharmacy, which is now fully automated, and the addition of automated dispensing cabinets in the patient areas in the hospital.

The organization's commitment to people-centered care is evident in clients and family, and in the collaborative team-based approach to care. Client and Family Partners play a significant role in contributing their lived experiences and influencing important clinical and non-clinical decisions across the organization. SJCG embeds its values of care, compassion, and commitment through the lens of a client and family-centered model of care. The Board and Leadership are actively involved in hearing from the clients and families and are deeply grateful for the privilege to co-lead with Client and Family Partners. Client stories provide insight into the patient and family experience. The common thread shared by clients and family was how they felt heard, engaged in their care plan, given the care and attention they needed, and had a trusting relationship with the organization and their care team.

Staff live the organization's mission and values each and every day. SJCG staff are caring, compassionate, and committed to providing client-family-centered care to optimize wellbeing and enrich the lives they care for. Residents, families, leadership, and board members give praise to the staff for their courage and efforts to go above and beyond during the pandemic in keeping everyone and themselves safe and secure. Not surprisingly, staff and leaders encountered during clinical tracers noted a heightened focus on mental health and wellness in the workplace associated with the organization's pandemic response. The organization provides access to an Employee and Family Assistance Program (EFAP) that is well-publicized. SJCG is commended for its efforts to provide a work environment that encourages employees to reach their full potential and maximize their contribution to their program, discipline, the organization, and the community. Wellness initiatives are supported by a committee structure that evaluates its initiatives through wide engagement with staff.

SJCG's LEADS the Way program is designed to build leadership capacity and is based on the LEADS in a Caring Environment Framework, and supports leadership development through theory, training, and experiential learning. SJCG has nurtured excellent partnerships with public and private educational

institutions to facilitate student placements across several disciplines that ideally will translate to new hires in hard-to-fill positions and, with time, reduce reliance on agency staffing.

The Human Resources Plan identifies the community's fastest-growing populations as First Nation, Inuit and Métis, and notes that a growing number of new immigrants are moving to the Thunder Bay area. The organization is encouraged to undertake a diversity analysis and to explore how best to embed diversity, equity, and inclusion in its human capital policies and procedures from the Board to the bedside and in between, including setting hiring targets for all levels of staff and setting recruitment targets for patient and family partners.

The St. Joseph's Care Group (SJCG) is commended for its continued commitment and actions to enhance its communication with staff, residents, families, and external stakeholders. SJCG leverages multiple media channels to advance its brand identity and corporate presence.

Community partners unanimously described SJCG as a trusted and collaborative partner. SJCG is respected, fair, and ensures all equal voices are heard at the table. Leadership is comfortable leading from the front or from the back. Community partners shared rich examples that exemplify the SJCG's contributions to the betterment of citizens served in the City Thunder Bay and across the Northwestern region.

As to some of the broad range of programs and services SJGC offers, below are some of the highlighted services reviewed by the surveyors during this visit:

The Mental Health and Rehabilitation Unit, Community Mental Health Clinic, and Comprehensive Community Support Team provide a continuum of care for clients seeking community-based mental health services, including chronic pain management and vocational rehabilitation services. These programs support people who were clients of the former psychiatric institution and will form the foundation for community-based programs going forward. With the substantial demand for services of these programs, the expected and actual lengths of stay will be important metrics to consider. Client feedback indicates that current facilities and services are accessible, well-used, and highly regarded.

The Seniors Outpatient Services supports seniors to live well in the community and is focused on individualized treatment plans to optimize and improve physical and mental health, functioning, independence, and quality of life. A centralized intake for specialized geriatric service referrals provides a central point of access and navigation. Clients are triaged and they have access to the inpatient Geriatric Assessment and Rehabilitative Care (GARC), Geriatrician or Psych Geriatric Assessment and Rehabilitative Care, Seniors Outpatient Assessment and Rehabilitation (SOAR), in-home community monitoring, and Nurse Practitioner. Telemedicine and e-consults are offered to clients outside of the City of Thunder Bay. Client feedback survey results indicated a high level of satisfaction with the team and services.

Diabetes Health is an outpatient diabetes program that offers individual and group education, such as nutrition, medication, insulin management, insulin pump training education, diabetes and technology,

prevention of diabetes complications, stress management, and coping skills. The interdisciplinary team works with clients and partners in collaboration with community partners. The program anticipates commencing a central intake (referral routing) project to create local and regional benefits in diabetic care – access, efficiency, standardization, and care close to home. Client feedback survey results indicated a high level of satisfaction with the team and services.

The Palliative and Transitional Care Program at St. Joseph's Hospital serves a large geographic area in Northwestern Ontario, including Kenora, Rainy River, and Thunder Bay. The profile of the patients served by the program has changed over time, with patients presenting with higher acuity of symptoms. The program team notes that more patients are requiring end-of-life care with advanced COPD, cardiac disease, complex pain, and/or symptom management issues that are not controlled, with unstable conditions requiring close medical monitoring, and/or with functional decline.

The Physical Rehabilitation Programs at St. Joseph's Hospital Thunder Bay, serve a large geographic region in the Northwestern region of Ontario. More patients are presenting with a higher acuity of symptoms, such as increased presentation of patients who require mental health and addictions support in addition to physical rehabilitation, and who are structurally vulnerable (i.e., living rough/homeless). This has increased the complexity of the transition planning to repatriate patients back to the community. The strong interdisciplinary, collaborative, and patient-centred focus of every team member encountered during the clinical tracers was evident during discussions with the team and when observing care interactions between team members. All patients and family members interviewed during the tracers gave a perfect 5 score (on a scale from 0 to 5, where 0 is the worst possible care and 5 is the best possible care), when asked to rate the quality of their care experiences on these units. All patients gave high praise for the quality of care they experienced; they felt involved in decisions about their care, felt that information was provided in a way they could understand, and that they were treated with dignity and respect, including respect for their culture and traditions.

Since the last survey, the Hogarth Riverview Manor was placed under a mandatory management order by the Ontario Ministry of Long-Term Care. In the fall of 2021, the mandatory management order was removed as the organization worked diligently to return the home to legislative compliance. This is a clear example of the organization's commitment to quality and resident safety.









Clients and families speak very highly of the collaborative and caring nature of the teams at Balmoral and Sister Margaret Smith Centre. The teams have developed excellent partnerships with community agencies to promote a seamless and transparent experience for the client across the continuum of care.

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

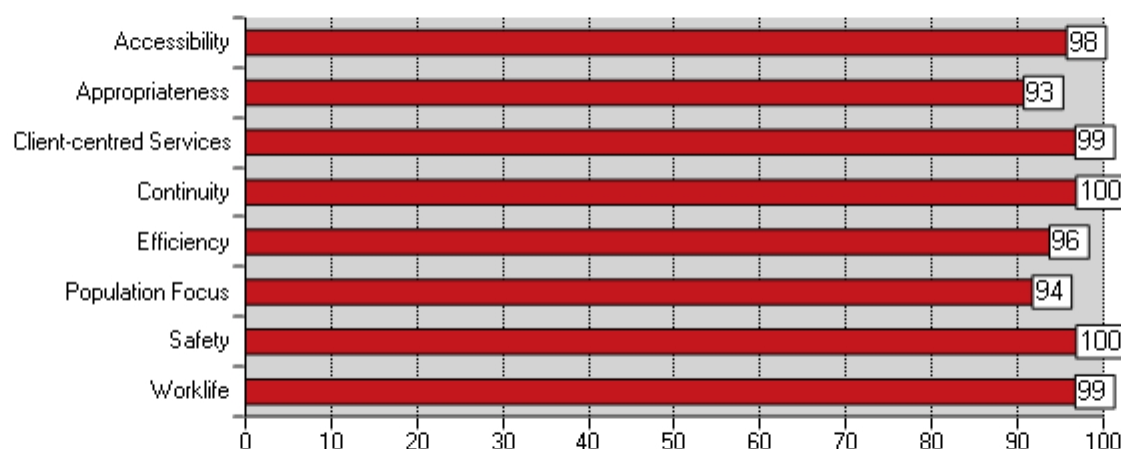
The quality dimensions are:

	Accessibility:	Give me timely and equitable services
	Appropriateness:	Do the right thing to achieve the best results
	Client-centred Services:	Partner with me and my family in our care
	Continuity:	Coordinate my care across the continuum
	Efficiency:	Make the best use of resources
	Population Focus:	Work with my community to anticipate and meet our needs
	Safety:	Keep me safe
	Worklife:	Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



Overview: Standards results

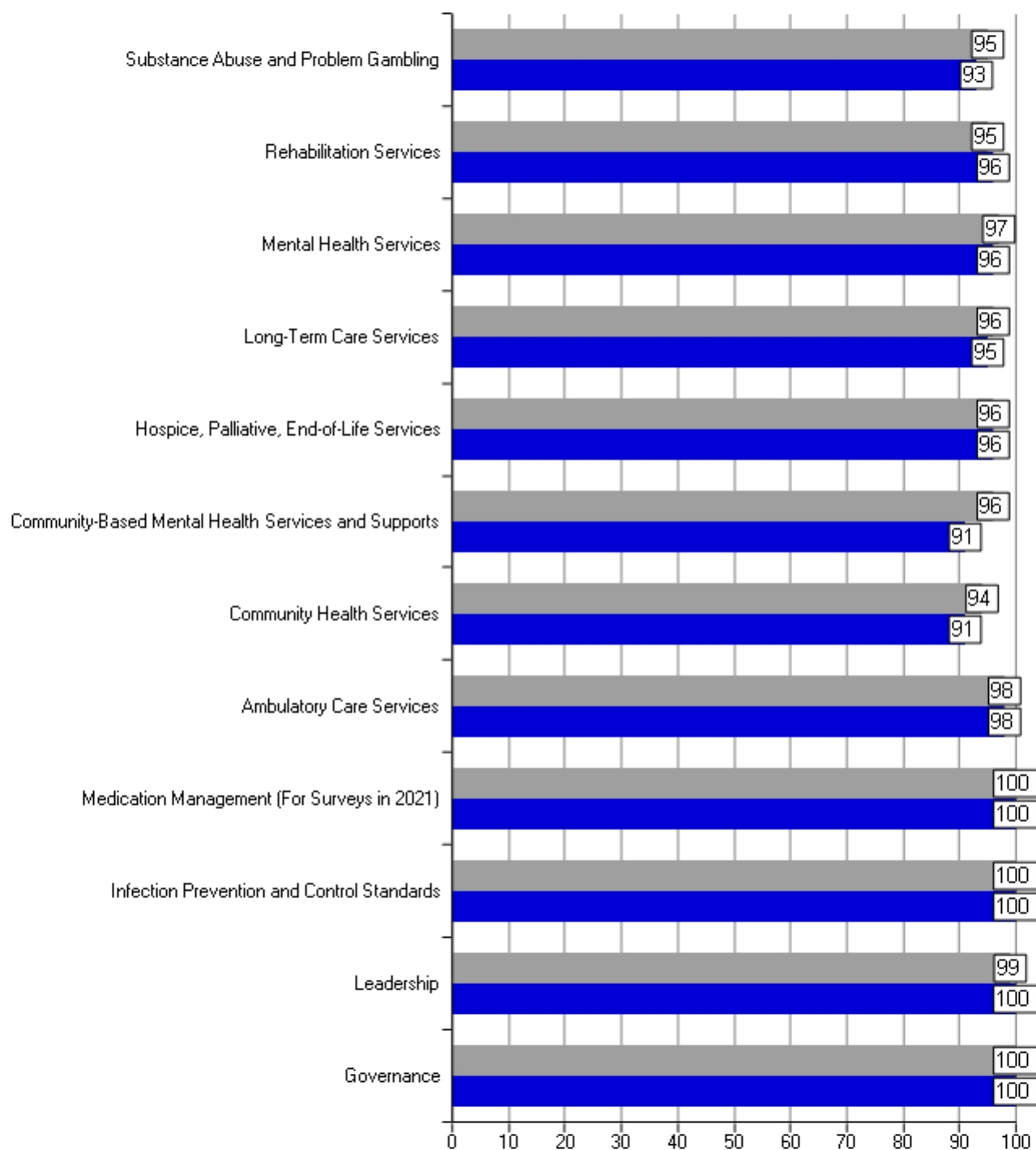
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met

High priority criteria met Total criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

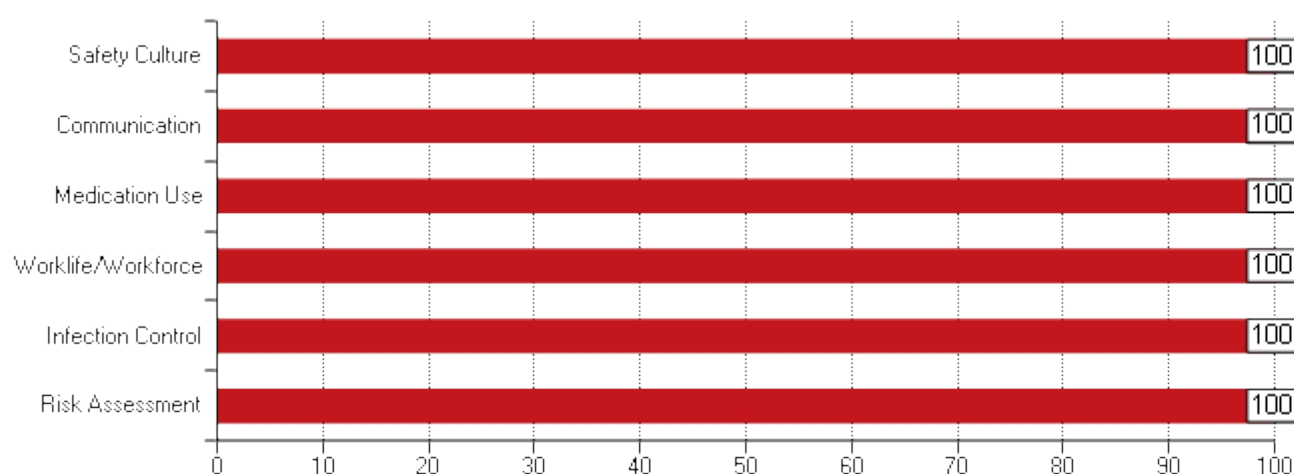
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes how select ROPs are being met across the country.

ROPs are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



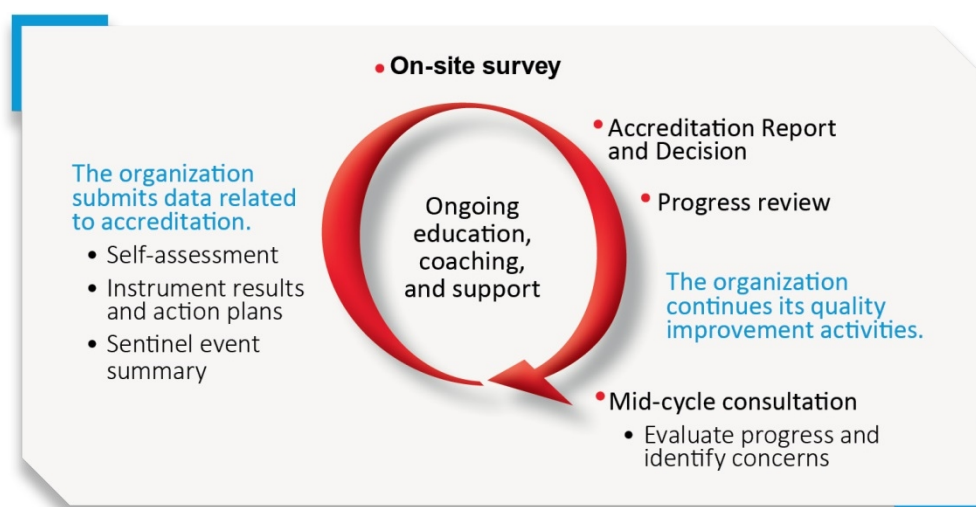
The quality improvement journey

The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork. Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **St. Joseph's Care Group** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 Balmoral Centre
- 2 Hogarth Riverview Manor
- 3 Sister Leila Greco Apartments
- 4 Sister Margaret Smith Centre
- 5 St. Joseph's Health Centre
- 6 St. Joseph's Heritage
- 7 St. Joseph's Hospital

Appendix B

Required Organizational Practices

Safety Culture

- Accountability for Quality
- Patient safety incident disclosure
- Patient safety incident management
- Patient safety quarterly reports

Communication

- Client Identification
- Information transfer at care transitions
- Medication reconciliation as a strategic priority
- Medication reconciliation at care transitions
- The “Do Not Use” list of abbreviations

Medication Use

- Antimicrobial Stewardship
- Concentrated Electrolytes
- Heparin Safety
- High-Alert Medications
- Infusion Pumps Training
- Narcotics Safety

Worklife/Workforce

- Client Flow
- Patient safety plan
- Patient safety: education and training
- Preventive Maintenance Program
- Workplace Violence Prevention

Infection Control

- Hand-Hygiene Compliance
- Hand-Hygiene Education and Training
- Infection Rates
- Reprocessing

Risk Assessment

- Falls Prevention Strategy

Required Organizational Practices

- Pressure Ulcer Prevention
 - Suicide Prevention
-