

ANNUAL REPORT 2007 - 2008



ST. JOSEPH'S CARE GROUP





ST. JOSEPH'S CARE GROUP

Annual Report 2007 – 2008

***St. Joseph's Care Group is a Catholic organization
committed to provide compassionate and holistic care and services
to the people of Northwestern Ontario***

**St. Joseph's Care Group
Annual Report
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Mission

St. Joseph's Care Group is a Catholic organization committed to provide compassionate and holistic care and services to the people of Northwestern Ontario.

Vision

St. Joseph's Care Group will identify and respond to the unmet needs of our region as a way of continuing the healing mission of Jesus in the tradition of the Sisters of St. Joseph of Sault Ste. Marie.

Core Values

Commitment

Compassionate and Holistic Care

Dignity and Respect

Excellence

Faith-Based Care

Inclusiveness

Truthfulness and Trust

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**BOARD OF DIRECTORS
OFFICERS AND DIRECTORS**

Chair
Vice Chair
Past Chair
President and CEO

Robert Chambers
Myrna Letourneau
Lil Bergamo
Tracy Buckler

Chief of Staff
President of Medical Staff
City Council Representative
Hospital Auxiliary Representative
Representatives of the Sisters of
 St. Joseph
Representative of the CHCO
Representative of the Bishop
Representative of St. Joseph's Foundation
 of Thunder Bay

Dr. Geoff Davis
Dr. Gabriel Mapeso
Brian McKinnon
Susan Tennier
Sister Shirley Grexton
Sister Dolores Turgeon
Sister Bonnie MacLellan
Lil Bergamo

Greg Fayrik

Members:

Alice Bellavance
Brian Collins
John Filipovic
Ray Halverson
Suzan Labine
Grace Martineau
Jason Ozbolt
Sharon Pitawanakwat
Doris Rossi
Linda Trevisanutto
Tamara Wylie

Honourary Members:

Ruth Callon
Guy O'Brien

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ANNUAL MEETING

A G E N D A

Wednesday, June 25, 2008
7:00 p.m.
Georgian Room - St. Joseph's Heritage

1. Call to Order
2. Approval of Minutes of June 27, 2007
3. Message from the Catholic Health Corporation of Ontario
4. Report of the Chair
5. Report of the President and Chief Executive Officer
6. Report of the Chief of Staff
7. Report of the Auxiliary to St. Joseph's Care Group
8. Report of the Auditor
9. Committee Reports
 - (a) Community Relations Committee
 - (b) Continuous Quality Improvement Committee
 - (c) Ethics Committee
 - (d) Finance and Audit Committee
 - (e) Governance Committee
10. Appointment of Officers
11. Presentations
12. Adjournment

A reception will follow

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ANNUAL MEETING
BOARD OF DIRECTORS

June 27, 2007

The Annual Meeting of the Board of Directors of St. Joseph's Care Group was held on Wednesday, June 27, 2007, at 1900 hours in the Georgian Room at St. Joseph's Heritage. The meeting was chaired by Lil Bergamo.

ATTENDANCE

Board: Lil Bergamo, Tracy Buckler, Robert Chambers, Don Caron, Dr. Geoff Davis, John Filipovic, Sister Shirley Grexton, Les Hanbury, Suzan Labine, Myrna Letourneau, Sister Bonnie MacLellan, Grace Martineau, Dick O'Donnell, Doris Rossi, Susan Tennier, Sister Dolores Turgeon

Regrets: Alice Bellavance, Brian Collins, Marcel Gagnon, Susan Geschwender, Brian McKinnon, Sharon Pitawanakwat

New Board Members: Jason Ozbolt, Linda Trevisanutto, Tamara Wylie

Invited Guests: Bishop Frederick Colli, Sister Linda MacIsaac, Sister Phyllis O'Connor, Doug Vanderwey, Joe Riccio, Board Committee Members, Advisory Committee Members, Leadership Team, Managers and members of the public.

CALL TO ORDER

The meeting was called to order by Lil Bergamo at 1900 hours. She welcomed the Sisters from North Bay, Most Reverend Bishop Colli, tenants, residents and staff of St. Joseph's Care Group.

Bishop Frederick Colli brought greetings and opened the meeting with a prayer.

APPROVAL OF MINUTES

It was moved by L. Bergamo, seconded by D. Rossi, **THAT** THE BOARD APPROVE THE MINUTES OF THE ANNUAL MEETING OF JUNE 28, 2006. CARRIED.

MESSAGE FROM CATHOLIC HEALTH CORPORATION OF ONTARIO

Sister Bonnie MacLellan brought greetings from the Catholic Health Corporation of Ontario. Her written report is found on Page 8 of the Annual Report.

Sincere appreciation was extended to those at St. Joseph's Care Group for their diligent work to ensure the healing mission of Jesus continues in our facilities.

REPORT OF THE CHAIRPERSON

The written report of the Chair is found on page 9 of the Annual Report. L. Bergamo thanked fellow Board Members, Vice Chairs, staff, volunteers and members of the Auxiliary for their continued assistance and support of St. Joseph's Care Group. She noted it has been both a privilege and an honour to serve as the Chair of the Board for the past two years.

It was moved by L. Bergamo, seconded by J. Filipovic **THAT** THE BOARD APPROVE THE REPORT OF THE CHAIRPERSON. CARRIED.

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REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

T. Buckler highlighted her report as found on page 10 of the Annual Report.

T. Buckler thanked the Board, the Leadership Team, and all those associated with St. Joseph's Care Group: clients, families, staff, physicians, and the community for their ongoing support. She thanked L. Bergamo for her guidance and mentorship during the past two years as Chair and welcomed Robert Chambers as the incoming Board Chair.

It was moved by T. Buckler, seconded by J. Filipovic **THAT** THE BOARD APPROVE THE REPORT OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER. CARRIED.

REPORT OF THE CHIEF OF STAFF

The report of the Chief of Staff is found on page 12 of the Annual Report. Dr. Davis reviewed his report, noting various activities of the Medical Advisory Committee and Medical Staff during the past year. He expressed his appreciation to the clients, families, staff, Leadership Team and Board members for their continued work and dedication to the work of St. Joseph's Care Group.

It was moved by Dr. G. Davis, seconded by S. Labine **THAT** THE BOARD APPROVE THE REPORT OF THE CHIEF OF STAFF. CARRIED.

REPORT OF THE AUXILIARY TO ST. JOSEPH'S CARE GROUP

The report of the Auxiliary to St. Joseph's Care Group is found on Page 14 of the Annual Report. Susan Tennier, Auxiliary Board Representative, informed the meeting that at the Annual Fashion Show and Luncheon held on June 14, 2007 the Auxiliary presented their final payment of \$29,250 to St. Joseph's Care Group, which now completes their pledge of \$200,000 to Hogarth Riverview Manor.

It was moved by S. Tennier, seconded by M. Letourneau **THAT** THE BOARD APPROVE THE REPORT OF THE HOSPITAL AUXILIARY TO ST. JOSEPH'S CARE GROUP. CARRIED.

REPORT OF THE AUDITOR

Doug Vanderwey, representative from Grant Thornton, reviewed the Auditors' report for St. Joseph's Care Group.

It was moved by S. Tennier, seconded by D. O'Donnell **THAT** THE BOARD RECEIVE THE REPORT OF THE AUDITOR FOR ST. JOSEPH'S CARE GROUP FOR THE PERIOD ENDING MARCH 31, 2007. CARRIED.

COMMITTEE REPORTS

Community Relations Committee

M. Letourneau presented and highlighted the report as found on page 17 of the Annual Report. She thanked Committee members, Community Relations staff and Leadership Team for their support in assisting the Committee to carry out its mandate.

Continuous Quality Improvement Committee

R. Chambers presented and highlighted the report as found on Page 18 of the Annual Report. Appreciation was extended to all Committee members, staff and volunteers.

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Ethics Committee

Dr. G. Davis presented the report of the Ethics Committee, on behalf of S. Geschwender, as found on page 19 of the Annual Report.

Finance and Audit Committee

R. Chambers presented the report of the Finance and Audit Committee, on behalf of M. Gagnon, as found on Page 20 of the Annual Report. He expressed appreciation to M. Gagnon for his leadership as Chair of the Committee.

Nominating Committee

D. O'Donnell reviewed the report of the Nominating Committee, as found on page 22 of the Annual Report. He noted that the role of the Committee and a change of name to *Governance Committee* to reflect the new role have been approved.

It was moved by D. O'Donnell, seconded by L. Hanbury **THAT THE BOARD APPROVE THE REPORTS FROM THE STANDING COMMITTEES OF THE BOARD. CARRIED.**

New Board members Jason Ozbolt, Linda Trevisanutto, Tamara Wylie were introduced and welcomed to the Board.

APPOINTMENT OF OFFICERS

Be it noted that upon recommendation of the Board of Directors of St. Joseph's Care Group, the Members of the Corporation of St. Joseph's Care Group have approved the appointment of officers of the Board for 2007-2008, as follows:

Robert Chambers, Chair
Myrna Letourneau, Vice Chair
Tracy Buckler, Secretary Treasurer, and President & CEO
Lil Bergamo, Past Chair

PRESENTATIONS

Presentation to Marcel Gagnon

S. Labine spoke on the contribution, service and leadership by Marcel Gagnon, who has completed three three-year terms on the Board. During his membership on the Board, M. Gagnon served as Chair of the Finance and Audit Committee and a member of the Executive/Strategic Planning Committee.

Marcel has agreed to stay on as a community volunteer member of the Finance and Audit Committee as a resource to the committee.

Sincere thanks were extended to M. Gagnon in his absence.

Presentation to Susan Geschwender

D. Rossi spoke on the contribution, service and leadership by Susan Geschwender, who has also completed three three-year terms. During her membership on the Board, S. Geschwender chaired the Ethics Committee, was a member of the Executive/Strategic Planning Committee and served on the Advisory Committees for Nursing Home Services, Mental Health Services and Addiction Services.

Sincere thanks were extended to S. Geschwender in her absence.

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Presentation to Les Hanbury

M. Letourneau presented Les Hanbury with a plaque in recognition of his contribution and service on the Board of St. Joseph's Care Group. Les Hanbury recently relocated to Southern Ontario, having completed two years of a three-year term. During his membership on the Board, Les Hanbury served as a member of the Ethics Committee.

L. Hanbury accepted the plaque with appreciation.

Presentation to Dick O'Donnell

L. Bergamo spoke on the service, contribution, leadership and commitment by Dick O'Donnell during his membership on the Board. Dick completed his third three-year term and during that time served as Chair and Past Chair of the Board, Chair of the Executive/Strategic Planning Committee, Nominating Committee and was a member various other Board committees. Special thanks were expressed for his direction and guidance as the Chair of the Nominating Committee and in his work with the bylaw revision.

D. O'Donnell accepted the plaque and expressed his sincere appreciation to the Board and staff, noting it was a privilege to be a member of St. Joseph's Care Group Board of Directors.

L. Bergamo introduced and welcomed Robert Chambers as the incoming Chair of the Board.

R. Chambers expressed his gratitude to L. Bergamo for her leadership as Chair, noting numerous accomplishments during her term.

ADJOURNMENT

On a motion by D. Rossi, seconded by Sister B. MacLellan, the meeting adjourned at 1955 hours.

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A MESSAGE FROM THE CATHOLIC HEALTH CORPORATION OF ONTARIO

It is my pleasure to bring you greetings on behalf of The Catholic Health Corporation of Ontario. While annual meetings provide an opportunity to articulate the accomplishments of the past year and the goals for the future of our organization, I would like to spend some time reflecting on something that does not change in our ministry – and that is our call to become the face of God in our organizations, and in our world.

Over 2000 years ago, Jesus walked on this earth. He was anointed by God's Spirit, and with this fire in His heart, felt compelled to go out to teach, preach, and heal. The God he proclaimed – both in life and in deed – was a God that was unfamiliar to the people of His time. The Jewish people had hoped God would come to them as a ruler and king to save them from their long history of oppression. This God-among-us came not in the fine clothing of a king or ruler – but as a baby – born in a stable – to peasant parents who had no place to live except with the sheep and the oxen – the ordinary things of life. The world in which Jesus came was fraught with the chaos of oppression, violence, anger, hatred, terrorism, social unrest, the "haves" and the "have-nots". Sound familiar?

Today – we have the same situations. Every day we pick up the newspaper, read the Net, or watch television, and are bombarded with stories of chaos, hatred, oppression, violence, anger, terrorism, social unrest, the "haves" and the "have-nots." It is into this very real world that we have been born – to share the mission of Jesus – to become the face of God in our world that is crying out for healing and love.

Our work in the ministry of Catholic health care has grown over the years, from simple responses (usually by Sisters) to local needs to care for the sick and injured in our communities, to publicly funded, highly technical, efficient, and effective medical interventions that bring with them promises of physical healings that could, only a few short years ago, only been imagined.

In our ministry, it is critical that our annual meeting also provide us with the opportunity to stop and ask, "How have I – as a member of the Board, volunteer, physician, or staff member – been the face of God to the people I serve?" This big question seems to touch, albeit in limited ways, the essence to our call to live our mission – to touch the hearts and souls of the broken hearted, the lonely, the dejected, the "*anawim*" or the lost and forgotten ones.

As your Sponsors, the Board of The Catholic Health Corporation holds each of you in our hearts in prayer. We stand with you, as together we respond to God's invitation to be God's face– to bring God's healing touch to our broken and fractured world – to bring God's hope into circumstances that often feel hopeless. We stand with you and say, "I know in whom I have placed my trust". (Psalm 25). God bless you.

Sister Bonnie MacLellan
Chairperson, Catholic Health Corporation of Ontario

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REPORT FROM THE CHAIR OF THE BOARD OF DIRECTORS

The year 2007-2008 has been a challenging and successful year for St. Joseph's Care Group. As Chair of the Board, I take this opportunity to thank Tracy Buckler, our President and CEO, for her year of commitment and hard work in forwarding the Mission and Vision of our organization. Our Leadership Team and all our employees deserve congratulations for their outstanding achievement in continuously strengthening the delivery of quality client-centred care.

Several major decisions were made during the year which will increase the size and complexity of St. Joseph's Care Group.

St. Joseph's Care Group was asked by the Ministry of Health and Long-Term Care to take on the project of replacing the long-term care beds being turned back by the City of Thunder Bay. This became a \$56.6 million plan to build a new "Centre of Excellence for Integrated Seniors' Services" made up of 336 long-term care beds along with 132 new supportive housing units. Plans are progressing well for the construction of this Centre to be located beside the new Sister Margaret Smith Centre, now under construction at the Hogarth Riverview Manor site.

From a financial perspective, St. Josephs Care Group continues to demonstrate effective fiscal stewardship. In 2006 the Ministry of Health and Long-Term Care (MOHLTC) introduced the Hospital Annual Planning Submission (HAPS) which covered the Board's legal responsibility for the financial and operating results of the Care Group over a two-year period. These agreements expired on March 31, 2008 and the Care Group met or surpassed all obligations. During the term of the initial HAPS agreement, the MOHLTC assigned responsibility for this process to the Local Health Integration Networks (LHINs). I am pleased to report that the Care Group was able to successfully negotiate a new agreement with the LHIN covering our finances and operations for the next two fiscal years ending March 31, 2010.

I thank the Catholic Health Corporation of Ontario (CHCO), our sponsor, for their continuing support and guidance. To our very active and committed Board, particularly Vice Chair, Myrna Letourneau, Past Chair, Lil Bergamo and our hardworking committee chairs, my sincere appreciation for your trust and support. It is a privilege and honour to serve as Board Chair of St. Joseph's Care Group.

Robert E. Chambers
Chair, Board of Directors

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REPORT FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

St. Joseph's Care Group has had another extraordinary year of activity and accomplishments. It has been my privilege to lead this organization through the many change processes we have encountered through the 2007-2008 fiscal year. A few key areas of focus are highlighted below:

Strategic Priorities

A concerted effort was made this year to define the appropriate metrics associated with each of the Board of Directors' Strategic Priorities:

- Client Centred Care
- Our People
- Communication & Advocacy
- Collaboration
- Teaching & Research Identities

Work continues on the development of a Strategy Map and a Balanced Scorecard to outline the strategic initiatives, actions, and indicators of success related to the above priorities.

Mental Health and Addictions Capital Redevelopment

As we continue to work toward closure of the Lakehead Psychiatric Hospital (LPH), the following sequence of events and significant initiatives occurred in the past year:

- St. Joseph's Health Centre, located at 710 Victoria Avenue E., opened at the end of October. All outpatient and outreach mental health and addiction services, previously housed at LPH, are now offered from this community location.
- The construction contract for the new Sister Margaret Smith Centre was awarded to FinnWay General Contractors Inc. of Thunder Bay. Site preparation work is beginning, with a completion date projected for next summer (2009).
- Planning continues through the Mental Health Rehabilitation Project design phase. This 38-bed and related program addition to the St. Joseph's Hospital site will begin once the new Sister Margaret Smith Centre is completed and demolition of the current building occurs.

Centre of Excellence for Integrated Seniors' Services

In August 2007, the Minister of Health, George Smitherman, announced the development of a Centre of Excellence for Integrated Seniors' Services (CEISS). The CEISS will be an addition to the existing Hogarth Riverview Manor site and will be comprised of 336 Long-Term Care Beds (including 64 beds for specialized behavioural long-term care) and 132 Supportive Housing Apartments. An aggressive project schedule has been developed, a project team established, and work is underway on planning for this exciting new project, with completion planned for 2011.

North West Local Health Integration Network (NWLHIN)

Significant time and energy in the past year was dedicated to working on many initiatives in our partnership with the NWLHIN. We were successful in negotiating a balanced budget for fiscal 2008-2009 and 2009-2010. The Hospital Annual Planning Submission (HAPS) and the signing of the Hospital Service Accountability Agreement (H-SAA) provide further evidence of our commitment to continued responsible stewardship of public funds.

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The NWLHIN established a number of Advisory Teams, and we were pleased to be able to provide input through the following representation:

- Tracy Buckler, System Integration Committee
- Nancy Black, System Integration Committee, Mental Health & Addictions Advisory Team
- Doug Demeo, Health Human Resources Roundtable
- Paulina Chow, Seniors' Services Advisory Team
- Mieke Busman, Chronic Disease Prevention and Management Team
- Tracy Buckler/Paulina Chow/Barry Potter/Sharron Owen – CEISS Steering Committee
- Tracy Buckler/Mieke Busman – Alternate Level of Care (ALC) Steering Committee

In closing, I would like to express my sincere thanks to Board Chair, Bob Chambers, and the entire Board of Directors who have been unfailingly supportive as we work collaboratively to fulfill our mandate to the people we serve. It is a privilege to work with this Board, who remain committed and focused on the Mission, Vision and Core Values of St. Joseph's Care Group.

Many thanks to the Leadership Team, Managers, Staff, Physicians, and Volunteers for the commendable effort you put forth every day toward making St. Joseph's Care Group a true leader in the provision of high quality, client-centred care.

Tracy Buckler, RN, BScN, MHS, CHE
President and Chief Executive Officer

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REPORT OF THE CHIEF OF STAFF

Meeting the health care needs of the people of Northwestern Ontario in providing timely, accessible and effective interventions continues to be a goal for which we strive for on a daily basis. We continue to identify and respond to the unmet needs of our region and provide compassionate and holistic care to the people of Northwestern Ontario. To meet this challenge, the members of the professional medical staff have continued to work tirelessly and innovatively in providing much needed services to their clients. While we are constantly challenged by the medical needs of our patients, we are in awe of the resilience that individuals show and the support that family members continue to provide them.

The Medical Advisory Committee has met on a regular basis throughout the year and reported to the Board and Professional Staff at their regular meetings. The MAC is indebted to their physician advisors: Dr. Lois Hutchinson, Physician Advisor for Mental Health and Addictions, Dr. John Hargadon, Physician Advisor, Physical Rehabilitation, Dr. Trevor Bon, Physician Advisor, Complex Care, Dr. David Johnson, Physician Advisor, Hogarth Riverview Manor and Dr. Norman Bone, Physician Advisor, Bethammi Nursing Home. These leaders continue to play key and important roles as we move forward with our challenges. This has been indeed an exciting and challenging year with the relocation of outpatient mental health services to its new site, St. Joseph's Health Centre located at 710 Victoria Avenue E. We have also begun planning for the medical services required around the new Centre of Excellence for Integrated Seniors' Services (CEISS). We hope to, in concert with opening the CEISS, to see the establishment of a Regional Geriatrics Program to provide more comprehensive geriatric care throughout Northwestern Ontario. The Medical Advisory Committee will continue to meet on a regular basis to help make these a reality.

As we move forward with the integration of the Northern Ontario School of Medicine into our community, the professional staff at St. Joseph's Care Group has worked to provide comprehensive electives as well as regular student programs throughout the Care Group.

With our aging population and the increase in complexity of the delivery of health care, we are indeed challenged in providing this in a timely fashion. The physicians and nurse practitioners working at St. Joseph's Care Group are indebted to the support that they have received from Administration and the Board with the vision and guidance that they continue to provide.

The Medical Advisory Committee would also wish to acknowledge and thank Arlene Currie for her secretarial support to the Medical Advisory Committee meetings.

Geoffrey Davis, M.D.
Chief of Staff

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MEDICAL ADVISORY COMMITTEE

CHIEF OF STAFF

President
Vice President
Secretary/Treasurer

Dr. G. Davis

Dr. G. Mapeso
Dr. S. French
Dr. W. Harris

PHYSICIAN ADVISORS

Complex Care
Long-Term Care (Bethammi Nursing Home)
Long-Term Care (Hogarth Riverview Manor)
Mental Health and Addictions
Physical Rehabilitation

Dr. T. Bon
Dr. N. Bone
Dr. D. Johnson
Dr. L. Hutchinson
Dr. J. Hargadon

SERVICE MEDICAL COORDINATORS

Complex Care
General and Family Practice
Mental Health and Addictions
Physical Rehabilitation

Dr. J. T. Colquhoun
Dr. G. Milne
Dr. F. Denson/Dr. S. Allain
Dr. W. Fidler

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REPORT OF THE AUXILIARY TO ST. JOSEPH'S CARE GROUP

The Auxiliary had a busy and productive year with our 160 members being active in many events and projects. In addition to our monthly meeting, we also held our AGM in February in the Georgian Room, a Valentine's card party and dessert bridge, a Fashion Show and Luncheon in June, participated in Benny Birch's Birthday Party by selling Benny's birthday cake and beverages, had a Fall luncheon and Awards event, a Christmas Bazaar, a Christmas Pot Luck dinner, bake sales, raffles, cook book sales, a Two Bit Auction, and were involved with the Thunder Bay Symphony as a Balcony partner (sale of balcony tickets).

In 2007, the Auxiliary donated \$60,200 to St. Joseph's Care Group. This donation was raised in the following manner: the Gift Shops \$30,950, the Nevada Booth \$19,000, Raffle Lotteries \$4,750, and the General Account \$5,500 (all the events listed above). We are extremely proud of this achievement by our members. In addition to these monetary donations, our members donate their skills and time in other ways.

Our Craft Committee of approximately six people create and make about 450 hospital tray favours for the six major holidays during the year. They also create floral arrangements for these special days to be sold in the Gift Shop. These items are put on the hospital trays at St. Joseph's Hospital, Bethammi Nursing Home and Hogarth Riverview Manor. The knitters knit for the Gift Shops, the many bakers for the bake sales, volunteers work in the Nevada booth, others work in the two gift shops and many others sell tickets and run our fundraising events. We all work diligently to donate to St. Joseph's Care Group.

For the year 2007, three Auxiliary members, Lyla Lecky, Linda Miller and Margaret Gardner, were awarded Provincial Life memberships. They have all given many years of service to the Auxiliary.

The executive and members of the Auxiliary thank the Board of Directors and President and CEO, Tracy Buckler, for their continued support of our activities and projects.

Susan Tennier
Auxiliary Board Representative

BOARD OF DIRECTORS

***COMMITTEE MEMBERSHIP
AND
REPORTS***

- ❖ Community Relations Committee***
- ❖ Continuous Quality Improvement Committee***
- ❖ Ethics Committee***
- ❖ Finance and Audit Committee***
- ❖ Governance Committee***

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BOARD OF DIRECTORS
STANDING COMMITTEES

<p>COMMUNITY RELATIONS COMMITTEE</p> <p><i>Brian Collins, Chair</i> Tracy Buckler Robert Chambers Sister Bonnie MacLellan Dick O'Donnell (Community Member) Jason Ozbolt Susan Tennier</p> <p>Staff Resource: <i>Sharron Owen</i></p>	<p>CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE</p> <p><i>Doris Rossi, Chair</i> Alice Bellavance Tracy Buckler Dr. Trevor Bon Robert Chambers Dr. Geoff Davis Ray Halverson Grace Martineau Linda Trevisanutto</p> <p>Staff Resource: <i>Mieke Busman</i> <i>Paulina Chow</i></p>
<p>ETHICS COMMITTEE</p> <p><i>Dr. Geoff Davis, Chair</i> Tracy Buckler Dr. Michel Bédard Robert Chambers John Filipovic Ray Halverson Sister Shirley Grexton Karen Poole Sharon Pitawankwat Father Allan Savage Rev. Hugh Walker</p> <p>Staff Resource: <i>Janet Sillman</i></p>	<p>EXECUTIVE/STRATEGIC PLANNING COMMITTEE</p> <p><i>Robert Chambers, Chair</i> Lil Bergamo Tracy Buckler Brian Collins Dr. Geoff Davis Suzan Labine Myrna Letourneau Doris Rossi Sister Dolores Turgeon</p> <p>Staff Resource: <i>Mieke Busman</i> <i>Doug Demeo</i></p>
<p>FINANCE AND AUDIT COMMITTEE</p> <p><i>Suzan Labine, Chair</i> Lil Bergamo Tracy Buckler Robert Chambers Dr. John Hargadon Marcel Gagnon (Community Member) Myrna Letourneau Linda Trevisanutto Tamara Wylie</p> <p>Staff Resource: <i>Barry Potter</i></p>	<p>GOVERNANCE COMMITTEE</p> <p><i>Lil Bergamo, Chair</i> Tracy Buckler Robert Chambers Dr. Geoff Davis Myrna Letourneau Sister Bonnie MacLellan Doris Rossi</p>

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COMMUNITY RELATIONS COMMITTEE

As stated in the Administrative By-Laws for St. Joseph's Care Group, the role of the Community Relations Committee is to develop communication and public relations policies for recommendation to the Board of Directors.

This year the Committee scheduled four meetings: October 2007, December 2007, February 2008 and April 2008.

In June 2007, the Community Report was published and distributed in Thunder Bay and throughout the Northwest Region. With approximately 82,000 copies going into homes in our area, this publication is an extremely important communication tool for our organization. This year the Report included the following highlights:

- Strategic Priorities for 2007-2011
- our successful three year Accreditation
- the establishment of St. Joseph's Health Centre at 710 Victoria Avenue E.
- Employee Recognition Night
- targeting Youth "with and OPEN mind" program
- improving Arthritis treatment response times

The work of the Community Relations Committee is made much easier by the efforts of our Community Relations Manager, Sharron Owen and her staff. Their constant attention to detail and commitment to increasing public awareness of our excellent programs and facilities are to be commended.

I would like to thank all of the members of our Committee for their work and support over the past year, Sister Bonnie MacLellan, Dick O'Donnell, Susan Tennier, Robert Chambers, Jason Ozbolt and Tracy Buckler.

In closing, I would like to suggest that although we are the Board of Directors' "Community Relations Committee", the actual community relations happen each and every day with each and every interaction between our clients, residents and our staff at all levels in our organization.

Brian Collins
Chair, Community Relations Committee

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CONTINUOUS QUALITY IMPROVEMENT COMMITTEE

St. Joseph's Care Group Continuous Quality Improvement Committee is comprised of health care professionals, administrative staff, physicians and Board members. This Committee has a mandate to ensure that continuous quality improvement is an integral component of the management process of St. Joseph's Care Group. The Continuous Quality Improvement Committee held two regularly scheduled meetings during this fiscal year 2007-2008, to receive reports, listen to presentations, and to review progress in continuous quality improvement, from programs, services, departments and committees.

During the 2007-2008 fiscal year the Committee received the following presentations:

- Annual report – Occupational Health and Safety for the period January – December 2006
- Injury and Incident Trends
- Health and Safety initiatives
- Wellness initiatives, i.e. The Wellness Incentive program
- Measuring Progress: Translating St. Joseph's Care Group Strategic Priorities into Clinical Practice

Other issues and reports included:

- Ministry of Labour Inspections
- Corporate Occupational Health and Safety Policy
- OHA Conference – Board's Role in Quality Oversight and Improvement
- Restraints Policy

Sub-committee minutes included:

- Human Resource Services Committee
- Environmental Services Committee
- Information Management Services Committee
- Clinical Services Committee

I would like to take this opportunity to thank the members of the Committee and St. Joseph's Care Group's administrative staff for their dedicated and enthusiastic commitment to the Continuous Quality Improvement Committee. The collective effort certainly helps St. Joseph's Care Group to fulfill its Mission.

Doris Rossi
Chair, Continuous Quality Improvement Committee

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ETHICS COMMITTEE

The Ethics Committee of St. Joseph's Care Group has met on a regular basis through 2007 and 2008. During that time, they have received and approved 10 new applications for ethical review and approved those applications. We were pleased to receive applications that were wide and varied in their scope ranging from retrospective chart reviews to international multi-centre trials being performed throughout St. Joseph's Care Group. As well as the 10 new studies that were approved, there were 28 study closures processed. Currently, we have 22 open studies at St. Joseph's Care Group.

In addition to its mandate of reviewing ethical research studies the Committee undertook education sessions to the Board of St. Joseph's Care Group. We were pleased to invite Dr. Michael Coughlin to Thunder Bay. As the ethics consultant and chair of the Tri- Hospital Research Ethics Board in Kitchener/Waterloo, Ontario, he gave the Board and Board Ethics Committee members additional insight into ethical issues and organizational framework within which other ethics committees work. The Committee is keenly aware of its mandate to comply with national standards for ethical review and to comply with the Tri-Council policy statement on the process and procedure for the review of research involving human subjects. With that in mind, we have undergone and continue to evaluate the structure of the Research Ethics Committee and make any changes necessary to make this committee Tri-Council compliant.

The Committee is indebted to the guidance it has received from the Board and the administrative support from senior administration. It would also like to acknowledge the support provided by Ingrid Britt who has been most helpful in compiling the minutes and organizing the meetings. Lastly, the Committee wishes to thank the members of the committee and especially Kelly Morris, Research Services Coordinator, St. Joseph's Care Group for their time and commitment throughout the year. Kelly has been able to provide the committee with in-depth understanding of research ethics issues and has been a great support in providing background information for the Committee.

Dr. Geoff Davis
Chair, Ethics Committee

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FINANCE AND AUDIT COMMITTEE

The financial statements ending March 31, 2008 indicate that St. Joseph's Care Group is in a favourable financial position overall. However, the Hogarth Riverview Manor and the St. Joseph's Heritage long-term care facilities struggle with inadequate funding and budget shortfalls. The Board and Administration continue to advocate for a better understanding of the challenges long-term care faces. We are confident that the LHIN's work with the health care sector to develop a comprehensive strategy will recognize the long-term care issue as significant.

The Finance and Audit Committee met regularly throughout the year and addressed the annual financial responsibilities including:

- Operating Budgets
- Capital Budgets
- Monthly financial and working capital performance
- Investments and cash flow
- Insurance Renewal
- Ministry Reporting
- Audit planning

St. Joseph's Care Group is, and will be, heavily involved with capital projects in the coming years. The Finance and Audit Committee will be kept busy with these initiatives.

I would like to thank our Administration for its steadfast support and to thank my fellow Committee Members for all their work.

Suzan Labine
Chair, Finance and Audit Committee

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Public Sector Salary Disclosure Act

The Public Sector Disclosure Act requires organizations that receive public funding to disclose annually the names, salaries, and taxable benefits or employees paid \$100,000 or more a year.

Surname	Given Name	Position	Salary Paid	Taxable Benefits
ALLAIN	SUZANNE	Psychiatrist	248,958.67	0
BRAUNBERGER	PETER	Psychiatrist	238,959.13	0
BUCKLER	TRACY	President & Chief Executive Officer	228,683.17	1,730.58
BUSMAN	ANNEMIEKE	Vice President & Chief Nursing Officer	132,390.41	1,094.54
CHAKRABARTI	ANITA	Psychiatrist	192,675.15	0
CHENG	CHIACHEN	Psychiatrist	207,011.23	0
CHOW	PAULINA	Vice President Long-term Care & Housing	141,373.58	1,166.24
CORCORAN	EDAN	Psychiatrist	238,959.09	0
CZOLPINSKA	ELIZABETH	Psychiatrist	238,959.09	0
DEMEO	DOUGLAS	Vice President Human Resources	151,513.71	1,247.41
DENSON	FRANK	Physician	188,768.38	0
EMERY	DEBORAH	Manager Pharmacy	101,515.66	765.18
FOGOLIN	JANE	Psychiatrist	238,959.11	0
HAGGARTY	JOHN M.	Psychiatrist	248,958.72	0
HAMPE	KYLE	Psychiatrist	238,959.08	0
HANIFI	BENAMAR	Psychologist	107,890.29	901.27
HELLNER	KATHERINE	Psychiatrist	171,423.48	0
HUTCHINSON	LOIS	Physician Advisor Mental Health & Addictions	256,818.25	0
MESTELMAN	BRYAN	Psychiatrist	138,242.14	0
MIGAY	MARCIA	Physician	167,839.12	0
MULZER	PAUL G.G.	Psychiatrist	246,400.95	0
PEAT	CHRISTINE	Physician	102,943.35	0
POTTER	BARRY	Vice President Finance & Corporate Services	151,513.69	1,256.88
SCHUBERT	PETER	Psychiatrist	224,952.20	0
SHEPPARD	ROBERT	Psychiatrist	162,080.99	0
SILLMAN	JANET	Vice President Mental Health & Addictions	140,814.99	1,158.66
STEWART	RONALD J.	Psychiatrist	250,035.50	0
TANG	SALLY	Registered Nurse	106,838.11	610.14
TURGEON	TIMOTHY	Registered Nurse	105,395.05	82.32
VANCE	DARRYL	Psychiatrist	179,667.10	0
VANDENBERG	INGRID LYNN	Psychiatrist	176,300.70	22.05

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GOVERNANCE COMMITTEE

This year has been the inaugural year of our newly constituted Governance Committee. It replaces our former Nominating Committee and is charged with responsibilities that include: Board Evaluation and Assessment; Board Education and Retreat Planning; Nomination Functions and Board Succession Planning; By-law Review and Board Committee Membership. Needless to say it has been a full and dynamic year.

A large part of our work this year concentrated on developing a new Board Assessment Survey as well as a companion Board Self Assessment Survey. These new evaluation tools will be used by the Board this spring and ongoing feedback will be sought to ensure their effectiveness.

We also struck a subcommittee to develop the evaluation processes/assessment tool for the Chief of Staff. This work is in progress.

The Governance Committee is also working on our Annual Retreat to provide further opportunities for Board member education and growth in the areas of Mission, Vision and Values and its inherent relationship to Good Governance.

Nomination functions to be highlighted include:

- The recommendation to Catholic Health Corporation of Ontario (CHCO) for the reappointment of Board members for another three-year term
- The recommendation to CHCO of the Slate of Officers for St. Joseph's Care Group for 2008-2009
- The recommendation to CHCO to appoint a new member to fill a Board vacancy. This appointment was confirmed this past fall

I want to thank my fellow Committee members for their cooperative participation and diligence. It is both a privilege and an honor for me to serve the St. Joseph's Care Group Board in this capacity.

Lil Bergamo
Chair, Governance Committee

ADVISORY COMMITTEES

MEMBERSHIP AND COMMITTEE REPORTS

- ✿ *Advisory Committee For
Alzheimer Services*
- ✿ *Advisory Committee For
Mental Health and Addiction Services*
- ✿ *Northwestern Ontario Regional Advisory
Committee For Eating Disorders*
- ✿ *Advisory Committee For
Nursing Home Services*
- ✿ *Advisory Committee For
Physical Rehabilitation Services*

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COMMUNITY ADVISORY COMMITTEES

**ADVISORY COMMITTEE FOR ADDICTION
SERVICES**

Alice Bellavance, Chair

Marianne Borg
Gary Cooper
Lisa Hadland
Helve Hobe
Susan Jones
Laurie Knutson
Karen Marano
Shannon Muller
Lenore Paterson-Post
Cal Rankin
Dr. Brian Ross
Wendy Talbot
Vic Toppozini
Paul Tsekouras
Laurie Vaudrin
Keith Zehr

Board Representative: Alice Bellavance

Staff Resource: Nancy Black
Nancy Chamberlain
Janet Sillman
Abi Sprakes
Diane Walker
Tom Walters

**ADVISORY COMMITTEE FOR MENTAL
HEALTH SERVICES**

Carole Faulkner, Chair

Debbie Baldwin
Alice Bellavance
Jack Christy
Sandi Homeniuk
Genevieve Landry
Joe Miller
Shiela Shaw

Board Representative: Sharon Pitawanakwat

Staff Resource: Janet Sillman
Brook Latimer
Dr. Paul Mulzer

**ADVISORY COMMITTEE FOR ALZHEIMER
SERVICES**

Eva Jones, Chair

Richard Baxter
Caroline Cameron-Fikis
Allen Coffey
Michele Davis
Sandra Dewsberry
Kristie Skunta
Leslie Wilson

Board Representative: Sister Dolores Turgeon

Staff Resource: Paulina Chow
Heidi West

**NORTHWESTERN ONTARIO REGIONAL
ADVISORY COMMITTEE FOR EATING
DISORDERS SERVICES**

Cheryl Green, Chair

Diane Dubois
Robin Frank
Pearl Giuliano
Julie Kuorikoski
Carolyn MacCormack
Joan McGogy
Melanie McKenna
Janice Piper
Stephanie Pleson
Roosana Randeree
Joy Wilson

Board Representative: Myrna Letourneau

Staff Resource: Nancy Black
Kerry Bourret
Janet Sillman

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**ADVISORY COMMITTEE FOR NURSING HOME
SERVICES**

Robert Ward, Chair

Doris Arnold
Carole Faulkner
Larry Iwachewski
Edward Mondoux
Dona Ree
President, HRM Residents Council

Board Representative: Linda Trevisanutto

Staff Resource: Paulina Chow
Meaghan Sharp
Nadia Thatcher
Jessica Venasky
Rev. Hugh Walker

**ADVISORY COMMITTEE FOR PHYSICAL
REHABILITATION SERVICES**

Fran Etches, Chair

Dot Allen
Angie Bujold
David Clark
Cathy Farrell
Esmé French
Dr. John Hargadon
Steven Mangoff
Louise Marcil
Betty Romu

Board Representative: Linda Trevisanutto

Staff Resource: Mieke Busman
Susan Colosimo
Trish Nelson

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ADVISORY COMMITTEE FOR ALZHEIMER SERVICES

It was my pleasure to serve as Chair of the Advisory Committee for Alzheimer Services over the past year. The Committee meets four times per year with the mandate of advising and supporting those providing services to the clients and making recommendations to the Board of Directors of St. Joseph's Care Group.

We are pleased to note that students from the Northern Ontario School of Medicine spent time with the program this year, and we look forward to annual placements in the future.

In response to a recent suggestion by the Committee to change the name of the "Alzheimer Day Program" due to possible negative connotations to potential clients, the program will now be the "Manor House Adult Day Program". A marketing strategy will be developed to introduce the new name to our community partners and, at the same time, encourage referrals.

I sit on the Committee as a family representative. I have also volunteered with the Alzheimer Society of Thunder Bay for many years and have seen many changes in the treatment of the disease and the support of those afflicted.

The management and staff of the program are to be commended for their dedication and compassionate care to clients afflicted with Alzheimer disease and related dementias. The Advisory Committee is very supportive of their day-to-day provision of service and thankful for their efforts in making the program accessible to the community. We would like to welcome Heidi West, Manager, Long-Term Care Community Support Programs, to the staff, and we look forward to working with her.

The Advisory Committee for Alzheimer Services has been an integral part of the program, and Committee members are to be commended for their contributions to the ongoing development of the program. It has been an honour to be a member of this group and see first-hand the excellent service being provided to the community.

Eva Jones
Chair, Advisory Committee for Alzheimer Services

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ADVISORY COMMITTEE FOR MENTAL HEALTH AND ADDICTION SERVICES

This year the Advisory Committee for Mental Health Services and the Advisory Committee for Addiction Services met jointly with a view to amalgamating, to coincide with other system integration activities and to better utilize the time of volunteers who serve on these Committees.

For many years, the Advisory Committee for Mental Health Services has advised the Board of the St. Joseph's Care Group and the Advisory Committee for Addiction Services has advised the Boards of three organizations: St. Joseph's Care Group, Children's Centre Thunder Bay and Thunder Bay Counselling Centre. The Northwestern Ontario Regional Advisory Committee for Eating Disorders also advised the Board of the Care Group.

Members of the Advisory Committees for Mental Health and Addiction Services are fully committed to the delivery of high quality mental health and addiction programs and services to meet the needs of children, adults and their families through an integrated service delivery system. The members agree to explore the possibility of amalgamating the two advisory committees. The members of the Eating Disorders Committee also agreed to participate in the planning processes.

The Committee met jointly, on five occasions, including a half-day retreat, facilitated by JoAnn Vis. After careful consideration, the committees recommended to the Boards of Directors of the three organizations that the three advisory committees should amalgamate. It is my pleasure to report that the Boards supported the recommendation and the three committees are now functioning as one.

Along with all of this work we received education sessions by Dr. Paul Mulzer presenting "Seeking Bimaadiziwin". Laurie Vaudrin of Ka Na Chi Hih Solvent Abuse Treatment Centre enlightened us on Treatment for this and the Committee recommended that this would be valuable for educators and front line staff in service provider agencies. The Advisory Committee for Mental Health Services had one meeting prior to the joint meetings and had a presentation from Karen DeGagne, St. Joseph's Care Group and Cheryl Green, New Directions Counselling in Kenora. Information was provided on the work of the Northwestern Ontario Regional Advisory Committee for Eating Disorders and the Regional Outreach Eating Disorder Program.

While continuing to provide advice and delivering key messages to respective Boards of Directors, we also developed Terms of Reference for the amalgamated committee. In reviewing the annual reports for the separate committees for last year's annual meeting, it is heartening to realize that this amalgamation has culminated in this accomplishment. I would like to thank the dedicated committee members, staff resources supporting the committee's work and the respective Boards in endorsing this venture.

Many members were able to attend the grand opening of the St. Joseph's Health Centre, another example of meeting recommendations of the Northwestern Ontario Mental Health Implementation Task Force Report.

Updates on capital projects of the Sister Margaret Smith Centre and the new mental health rehabilitation program were provided. Along with these capital ventures we were excited about the permanent home that was established for the Pregnancy and Health Program with the Thunder Bay Counselling Centre.

We have enjoyed this intense work as it seemed a natural evolution to respond to systemic challenges and opportunities we face and appreciate support from our respective Boards to address this in a meaningful way.

In closing, I would like to thank you for the opportunity to Chair this Committee and be a part of this important work that has been both a learning and growing experience.

Alice M. Bellavance
Chair, Advisory Committee for Addictions Services

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NORTHWESTERN ONTARIO REGIONAL ADVISORY COMMITTEE FOR EATING DISORDERS

The Advisory Committee met three times during 2007-2008. The Committee is comprised of members from four geographical areas: Thunder Bay District, Superior Greenstone District, Rainy River District, and the Kenora District. Due to the large geographical area we met once in person in Thunder Bay and twice by video/teleconferencing.

This report was completed by me, Cheryl Green, as the Chairperson of this Committee. I am a Mental Health Clinician at New Directions Counselling Centre in Kenora, Ontario. The Vice Chairperson is Joan McGogy. Joan is a Mental and Addiction Counsellor at the Dryden Regional Mental Health and Addiction Services.

As stated in our annual report, client assessments, treatment, professional consultation, education in-service or committee work is now available through video conferencing. This year approximately 25 client sessions were done and 19 education sessions were completed. Other statistical client information is available in our annual report – Regional Outreach Eating Disorder Program.

The Outreach Program has provided a number of education sessions and training sessions to the region and 197 regional professionals have received this service in Northwestern Ontario. Also, 695 community members have received onsite prevention and promotion in their Northwestern Ontario communities. Finally, an advanced training workshop for Clinicians was completed in November 2007. The Eating Disorder Program staff at St Joseph's Care Group facilitated this workshop and 36 Regional professionals attended. The feedback received from the survey was that the workshop was excellent and well received.

Along with the above event a HAPPY HEALTHY KIDS FORUM was completed for community members in Thunder Bay and region. A total of 216 participants attended the evening event. The Regional Eating Disorder Program along with Thunder Bay District Health Unit and Take Heart Thunder Bay sponsored this event. The focus of the forum was emotional and physical wellness of children and youth and determinants of health.

***Cheryl Green
Chair, Northwestern Ontario Regional Advisory
Committee for Eating Disorders***

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ADVISORY COMMITTEE FOR NURSING HOME SERVICES

During 2007–2008, the Advisory Committee met four times, alternating between the Heritage and Hogarth Riverview Manor sites. The Committee was established by the Board of Directors to provide advice to the Board regarding the long-term care programs within St. Joseph's Care Group.

This year, some major themes of the meetings were:

- *Long-Term Care Homes Act* – new standards for long-term care homes
- Leadership training at the Dorothy M. Wylie Leadership Institute attended by the two long-term care managers and two frontline staff
- Advocacy for increased funding for long-term care homes by the Ontario Association of Non-Profit Homes & Services for Seniors (OANHSS)
- Physiotherapy services in long-term care

The Committee receives regular updates on the development of the Centre of Excellence for Integrated Seniors' Services project. This exciting project will be good, not only for our seniors, but for all of Northwestern Ontario, as the new Behavioural Health Program will serve the region.

In addition to the reports of the managers, reports from the Residents Councils and Family Councils are received by the Committee. Discussions following these reports are lively and allow Committee members to receive quick and relevant responses to their questions.

It is very evident that the staff of both homes is committed to continuously upgrading their skills and providing a best practice environment at all times. Residents Council reports reflect a high level of satisfaction with the care provided and the activities provided by Life Enrichment.

The Committee would like to thank Paulina Chow, Vice President of Long-Term Care Services, and her staff at both sites for their continued efforts to provide an optimal level of care to the residents and for their valued contributions to the Advisory Committee meetings.

Robert Ward,
Chair, Advisory Committee for Nursing Home Services

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ADVISORY COMMITTEE FOR PHYSICAL REHABILITATION SERVICES

The Advisory Committee for Physical Rehabilitation Services is a dynamic and committed group of community representatives and health care professionals from both the community and the region who serve in an advisory capacity to the St. Joseph's Care Group Board of Directors. The Committee meets four times per year to review the activities of neurology and locomotor services at the Hospital site as well as ambulatory, outpatient and contracted rehabilitation services.

Highlights of this past year's activities included:

- ongoing monitoring of recruitment and retention of core staff including physiotherapists, occupational therapists, speech language pathologists and nursing positions. Mentoring for new staff, as well as research opportunities, has been encouraged as supportive recruitment strategies
- recognition and review of impacts on admissions to St. Joseph's Care Group include focus on Hip/Knee joint replacement initiative of the Ministry of Health and Long-Term Care, changing clinical pathways of care, the recent implementation of the Joint Centre at Thunder Bay Regional Health Sciences Centre
- regional impact of these changes was also acknowledged and a commitment made to keeping regional therapists apprised of changes in clinical pathways

The Committee discussed program developments that included:

- reviewed revised Admission Criteria for In-Patient Complex Continuing Care and Rehabilitation Programs
- initial funding for three months for an Advanced Practice Physiotherapist at Thunder Bay Regional Health Sciences Centre. This role has involved laying the groundwork for this position to continue on an ongoing basis.
- Chronic Pain Team's efforts at providing services via teleconferencing to provide services in the region
- multiple research activities and presentations involving other facilities across Ontario, such as McMaster University, Baycrest, Thunder Bay Regional Health Sciences Centre

As part of the Committee's annual duties, we reviewed the Terms of Reference. A recommendation was made to the Board to include a First Nations Representative on this Committee.

Our Committee wishes to acknowledge and support the continued valued efforts St. Joseph's Care Group's staff makes in providing rehabilitative care with commitment and compassion.

***Frances Etches
Chair, Advisory Committee for Physical
Rehabilitation Services***

ST. JOSEPH'S CARE GROUP

PROGRAMS AND SERVICES

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LEADERSHIP TEAM

Tracy Buckler	President and Chief Executive Officer
Mieke Busman	Vice President and Chief Nursing Officer
Paulina Chow	Vice President Long-Term Care Services
Doug Demeo	Vice President Human Resources
Barry Potter	Vice President Finance and Corporate Services
Janet Sillman	Vice President Mental Health and Addiction Services
Bruce Sutton	Chief Information Officer

MANAGEMENT STAFF

Penny Anguish	Decision Support
Walter Martin	Behavioural Sciences Centre
Sharron Owen	Community Relations
Vicki Polischuk	Health Records and Central Registration
Jerry Tichy	Capital Planning and Development
Rev. Hugh Walker	Spiritual Care

Complex Care and Rehabilitation

Maggie Bellefountaine	Diabetes Health Thunder Bay
Susan Colosimo	Rehabilitation Outpatient and Contract Services
Deborah Emery	Pharmacy Services
Terri Gurney	Medically Complex Care & Ambulatory Services
Marianne Larson	Hospice and Palliative Care Services
Trish Nelson	Rehabilitation Services
Gail O'Quinn	Specialized Geriatric Services
Nicole Tittley	Infection Control, Safety and Risk Management
Vacant	Specialized Services

Finance and Corporate Services

Glenn Berst	Building Services
John Corcoran	Environmental Services
Bernice Cottingham	Nutrition and Food Services
Allan Hensel	Materiel Management
Dan Humar	Financial Services (HRM/Heritage)
Lisa Lamore	Financial Services
Shelby Poletti	Finance and Support Services (LPH)
David Vaccher	Building Services (LPH)

Human Resources

Mark Brassard	Employee Relations
Gary Duguid	Security and Parking
Allison Hill	Recruitment and Retention
Michelle Knudson	Occupational Health and Safety
Tom Shortreed	Employee Relations
Geri Vainionpää	Learning, Research and Professional Practice

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Information Services

John Barro
Dan Beaudry
Dawn Bubar
Trina Di Stefano

Network Operations
Information Technology
Information Systems
User Support

Long-Term Care Services

Bruce Brown
Vickie Scholtens
Meaghan Sharp
Nadia Thatcher
Heidi West

Frank Murphy Community Centre
Housing (P.R. Cook Apartments)
Long-Term Care (HRM)
Long-Term Care (Bethammi Nursing Home)
Long-Term Care Community Support Programs

Mental Health and Addiction Services

Nancy Black
David Engberg
Cathy Goodman
Dr. Lois Hutchinson
Mary Ann Mountain
Pat Paradis
Mary Perkovic

Addiction and Mental Health Services
Community Outreach Services
Consumer Support Services
Physician Advisor
Community Mental Health Services
Mental Health Rehabilitation
Seniors Mental Health

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PROGRAM AND DEPARTMENT REPORTS

In order to maintain our focus on the Board of Director's five strategic priorities, the Leadership Team opted to present the Program and Department Reports in a different format this year. Highlights from our program teams and departments will be 'framed' within the Strategic Priority areas, to emphasize all of the focused efforts in the past year to work toward ultimate achievement of our overall organizational goals.

In addition, we will include "Capital Project Updates", as well as an "Operational Highlights" section to emphasize some of the day-to-day work that occurs to keep our organization running so smoothly throughout the year.

Client Centred Care

Presentations

Many of our staff successfully submitted abstracts for presentation at local, provincial, national, and international conferences, related to client-centred care initiatives within their program areas:

Presenter at International Conference

Sheri Filograna, Hogarth Riverview Manor's Long-Term Care Resident Assessment Instrument (RAI) Coordinator, took part in the International RAI Conference, in partnership with the Long-Term Care Home Common Assessment Project Team. They did a poster presentation related to building data accuracy into every Minimum Data Set (MDS) 2.0 Assessment at the conference.

Hospice/Palliative Care Presentations

Marianne Larson, Program Manager Hospice/Palliative Care and Deborah Spear, Social Worker Hospice/Palliative Care presented at the OHA Health Achieve convention : "*Memories are in the Moment; Client's and Families' Perceptions on Quality Palliative Care in a Hospice Setting in Northwestern Ontario*", and also "*Metaphors and Meanings; Helping Clients' with Life Reviews in Hospital Palliative Care*" was presented at the Catholic Health Association of Canada (CHAC) conference in Quebec City.

Eye Movement Desensitization and Reprocessing (EMDR)

The research project of the Personal Development Centre involving an evaluation of clinical applications of Eye Movement Desensitization and Reprocessing (EMDR) made a poster presentation at the International EMDR Conference in Dallas, Texas and was awarded the Blue Ribbon.

Multiple Sclerosis Clinic

The grand opening of the Multiple Sclerosis (MS) Clinic was held at the St. Joseph's Hospital site. Dr. W. Brown, Neurologist, noted that as the only clinic in Northwestern Ontario, the MS Clinic provides a valuable service and resource to the people of Northwestern Ontario.

First Nations Information Guide

An extensive guide to our surrounding First Nations communities was developed, and includes information about each community including maps, contacts, culture and medical services available. This document is available on the iNtranet as a resource for teams working with clients from these communities.

St. Joseph's Health Centre

St. Joseph's Health Centre opened at the end of October to focus on the specific needs of people who require community-based mental health and/or addiction services. Many individuals, reluctant to attend Lakehead Psychiatric Hospital (LPH) for necessary mental health services due to fears of discrimination and stigma, are able to access service in a community setting.

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Specialized services were established within Community Mental Health Services to meet the needs of people with personality disorders and those with borderline personality disorders. The treatment framework is based on best practices that have been developed to support people with very complex mental illness.

Evening groups for mental health clients of St. Joseph's Health Centre who are at work, school or have family commitments during the day are now being offered. The floor plan of St. Joseph's Health Centre, with group rooms close to the entrance and registration, supports the provision of these groups in a safe and secure environment.

Dr. Greg Gamble is now accessing the telehealth suite at St. Joseph's Health Centre to provide consultation services to clients who live outside of the Thunder Bay area and are unable to access services in their home communities.

High Support Housing Initiative

Five clients were discharged from the adult mental health rehabilitation inpatient program at our Lakehead Psychiatric Hospital site to live in the community in our new high support home, Evergreen. Interdisciplinary team members provided transitional support, and Juanita Lawson, an advocate with the Psychiatric Patient Advocacy Office, provided excellent support to the clients during this very significant change.

Substance Abuse Working Group

The Substance Abuse Working Group, comprised of internal clinical staff, developed a number of recommendations to improve the quality of care provided to inpatients with complex medical needs, including substance abuse issues. Integrated care protocols were developed collaboratively with staff of Addiction Services and the Complex Continuing Care and Physical Rehabilitation Programs at St. Joseph's Hospital.

Dual Diagnosis Program

Members of North Network Specialized Care, Ministry of Health and Long-Term Care, and Ministry of Community and Social Services representatives met in Sudbury to review developments in provision of care for clients with a dual diagnosis across Northern Ontario. It was clear that the provision of our program within a comprehensive mental health care setting permits better access for clients to receive specialty services such as psychological assessment and psychiatric care.

Short-Stay Respite Program

Discussion with the Ministry of Health and Long-Term Care and North West Community Care Access Centre resulted in the transfer of all short-stay respite beds to Bethammi Nursing Home. Bethammi Nursing Home is now the sole provider of long-term care short-stay respite, giving caregivers a break from their responsibilities while their adult family member is temporarily cared for at our home.

Nutritional Care Funding

Funding for Long-Term Care Homes raw food costs was increased from \$5.46 to \$7.00 per day, per resident effective September 2007. The Nutrition & Food Services department is developing plans to utilize the increased funding to enhance residents' nutritional care needs in both Bethammi Nursing Home and Hogarth Riverview Manor.

Best Practice Guidelines

Bethammi Nursing Home and Hogarth Riverview Manor took part in the IC3 project regarding the Continence Care Best Practice Guideline in long-term care. Both homes developed two teams of both management and front-line staff to enhance continence care.

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Falls Prevention

Fall assessment tools were implemented at Hogarth Riverview Manor and Bethammi Nursing Home to enhance fall prevention strategies and mechanical restraint reduction.

Wound Care

The team at Hogarth Riverview Manor, along with the St Joseph's Hospital site wound care team, revised wound care protocols and implement best practice procedures learned at a Wound Care Conference.

Resident Satisfaction Survey

Hogarth Riverview Manor and Bethammi Nursing Home revised the resident satisfaction survey with a review conducted by our Research Department.

Palliative Care in Long-Term Care

Hogarth Riverview Manor initiated a palliative care team comprised of multidisciplinary staff. To enhance palliation services to the residents at Hogarth Riverview Manor, education on implementing pain pumps was conducted.

RAI/MDS Implementation

Bethammi Nursing Home and Hogarth Riverview Manor successfully met the Ministry of Health and Long-Term Care's deadline to ensure that all residents had their initial Resident Assessment Plan (RAP) implemented.

Client Safety Initiatives

Client safety initiatives on the Dementia Care Program at our LPH site include the use of bed alarms and hi-low beds to reduce the use of restraints and the number of falls. Environmental strategies were developed with the goal of reducing "exit seeking" behaviour.

Outbreak Management

Three outbreaks occurred this year: A respiratory outbreak of Influenza B at Bethammi Nursing Home, a respiratory outbreak with no identified microorganism at Hogarth Riverview Manor, and an outbreak of scabies at Hogarth Riverview Manor. All of the staff and management involved in the containment of these outbreaks were commended for their professionalism and diligent efforts.

SCORE-IT Project

The Special Rehabilitation unit was assigned into the Process-Oriented approach for the SCORE-IT project. This approach focuses the use of strategies to promote teamwork in implementing evidence to meet clients' rehabilitation goals.

Chronic Pain Management Outreach Education

The Chronic Pain Team developed a videoteleconferenced education series for clients in the region. Sessions run once every two weeks and cover a variety of topics related to chronic pain.

Hospice/Palliative Care

St. Joseph's Care Group, Thunder Bay Regional Health Sciences Centre and North West Community Care Access Centre met to discuss the vision and an action plan for joint palliative care services. The three organizations committed to a vision of a seamless continuum of care for palliative clients.

The Hospice/Palliative Care Unit, in partnership with TBRHSC, worked to improve the referral process for palliative clients. A new flow process was established and the addition of several evidence based evaluation tools were added to the admission criteria.

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Electronic Incident Reporting

The E-Safety Reporting System was implemented across all sites of St. Joseph's Care Group. This electronic system is used to report both client and visitor incidents. This is an exciting move forward in safety reporting to simplify incident reporting for staff and allows more efficient and timely follow-up on incidents.

Electronic Documentation Evaluation

An evaluation of implementation and use of the electronic documentation component of Meditech was conducted in partnership with Healthtech Consulting. Surveys, focus groups, observation/shadowing and chart audits were utilized to evaluate the effectiveness of electronic charting.

LHIN - Innovations in Coordinated Care Proposals

We were pleased to receive one-time funding through the North West LHIN for the following projects:

- The Integration of Client Centered Inpatient and Outpatient Diabetes Care in Thunder Bay
- Community Based Exercise Program For Persons with Parkinson Disease and Multiple Sclerosis: Sustainability
- Hospice Palliative Care Outreach Program
- Advance Practice Physiotherapy Role in Hip & Knee Arthroplasties
- Wound & Ostomy Best Practice Standards

In addition to the above, proposals submitted by Thunder Bay Regional Health Sciences Centre (Adolescent Psychiatry) and the Arthritis Society (Getting a Grip on Arthritis) were approved for funding. Our organization was a partner in both of these initiatives.

Smoking Cessation Program Research

St. Joseph's Hospital and Lakehead Psychiatric Hospital sites participated in research to review the efficacy of smoking cessation programs. There are three phases to this project: The first phase conducts an organizational assessment around smoking and tobacco use. The second phase is a health care provider survey regarding practices in relation to best practice guidelines on inpatient tobacco use and smoking cessation interventions strategies/approaches for clients who use tobacco. The third phase provides recommendations for effective smoking cessation tools/programs for use including outcome measures.

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Our People

Nursing New Graduate Initiative

The MOHLTC Nursing New Graduate Initiative provided an opportunity for St. Joseph's Care Group to hire newly graduated nurses with job opportunities through this source of funding. Many of our programs accessed this funding to hire nursing new grads to provide enhanced services to our clients and excellent learning opportunities for new graduates. A comprehensive orientation and mentorship program was established by Learning and Professional Practice to support our new graduates as they commence their nursing careers.

Late Care Nursing Initiative

Approval was received for funding through the Ministry's Late Career Nursing Initiative for the year 2007-2008. Through this initiative, nurses over age 55 will be freed up to do less physically demanding work.

Many of our programs and sites successfully implemented alternative roles for our more senior nursing staff.

Research Presentations

Congratulations to Kirsti Reinikka, physiotherapist, whose abstract "Development and evaluation of a community-based exercise program for people with Parkinson's disease", was accepted as a poster presentation at the Movement Disorder Society's International Congress of Parkinson's Disease and Movement Disorders in Istanbul, Turkey. Anne MacLeod, physiotherapist, and Kirsti's research partner for this project, also presented in Vancouver, to the World Congress of Physiotherapy.

Celebrating Innovations in Health Care Expo

Congratulations to Jane Hodges, Discharge and Transfer Facilitator, Lauri Wright, Admission Facilitator, and Penny Anguish, Manager, Decision Support, who, in collaboration with Thunder Bay Regional Health Sciences Centre (TBRHSC) and the North West Community Care Access Centre, were successful in their submission to Expo 2007 - Celebrating Innovations in Health Care in Toronto. The submission "Right Care, Right Time, Right Place" showcased the admission process redesign for clients referred to St. Joseph's Hospital from TBRHSC.

Sister Margaret Smith - Order of Canada

Sister Margaret Smith was one of 136 individuals nominated to receive the Order of Canada. This award recognizes a lifetime of outstanding achievement, dedication to the community and service to the country. Sister Margaret Smith is being honoured for her contribution as a health care executive and as an innovator who developed new programs for people battling alcoholism across Northern Ontario.

Infection Prevention & Control

Congratulations to Nancy Robertson for achieving certification in Infection Prevention and Control by successfully passing the comprehensive examination administered by the Certification Board for Infection Control and Epidemiology.

Judge George Ferguson Award Recipient

Congratulations to Keli Cristofaro, Therapeutic Recreationist, who was awarded the *2007 Ontario March of Dimes - Judge George Ferguson Award* at the March of Dimes Annual General Meeting in Toronto. This award is presented annually to a business, organization, or individual contributing in an outstanding way to enabling equality and full community participation for people with physical disabilities throughout Ontario.

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Volunteer Services

Congratulations to Anna Grenier, Coordinator of Volunteer Services at LPH and HRM, who received outstanding results on her recertification paper from both the provincial (Professional Administrators of Volunteer Resources-Ontario) and national (CAVR – Canadian Administrators of Volunteer Resources) professional associations. Anna has agreed to have her paper published.

Canadian Psychiatric Association Award

Dr. Chi Cheng, a child and adolescent psychiatrist with the Care Group, received a national award from the Canadian Psychiatric Association for her work with the Early Psychosis Program. This program, called the First Place Clinic and Resource Centre, is located at the Canadian Mental Health Association.

Ontario Psychiatric Association – President Elect

Dr. Mulzer was elected to the Ontario Psychiatric Association (OPA) as president-elect as of February 6, 2008; he will move to the role of president in 2009. Dr. Mulzer is also currently the Psychiatrist representative from the OPA to the Ontario Medical Association.

Society of Management Accountants Appointment

Congratulations to Bruce Sutton, Chief Information Officer, SJCG/TBRHSC for his appointment as a "Fellow of The Society of Management Accountants of Canada". This designation is given in recognition of significant contribution to the Society, the profession, and the community at large.

Confederation College Employer of the Year

We were proud to be recognized by Confederation College as the "Employer of the Year". This award was given to SJCG "in recognition of the time, support and significant contribution made as an employer to the success of Confederation College students".

'Teams Under Construction' Workshops

Resident Care Teams from Bethammi Nursing Home and Hogarth Riverview Manor attended educational sessions entitled 'Teams Under Construction'. The sessions were facilitated by JoAnn Vis to focus on achieving 'resident-centered care'. Topics in the sessions included team building, team morale and role contribution. The feedback was very positive from staff.

Leadership Thunder Bay

St. Joseph's Care Group sponsored two of our staff: Loretta Turpin and Brook Latimer, to participate in the Leadership Thunder Bay Program this year.

Leadership Development

Congratulations to Paulina Chow, Vice President, Long-Term Care Services, for successfully completing the Foundations in Leadership for Catholic Organizations, offered by the Catholic Health Association of Ontario. Tracy Buckler and Mieke Busman began this one-year program in the fall.

Mentorship Across the Miles

Two physiotherapists participated in the Mentorship Across the Miles Program sponsored by the Northern Ontario School of Medicine. Caroline Fanti spent three days at the Holland Centre in Toronto working with an Advanced Practice Physiotherapist. Leona DiCasmirro worked with a physiotherapist at the Ottawa Civic Hospital who specializes in lymphedema treatment.

Joint Occupational Health and Safety Committees (JOHSC)

Level 2 Certification Training was provided to 20 committee members to meet our continued commitment to having three Worker and three Management certified representatives on our Joint Health and Safety Committees. The legislative requirement in the Occupational Health and Safety Act requires certification of one worker and one management member.

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Health and Safety Education Day

The 6th annual education day for St. Joseph's Care Group Joint Health and Safety Committee members was held. This included a day filled with speakers on relevant health and safety information and ended with a safety tour of Bowater Plant.

Recruitment Events

Susan Colosimo represented SJCG in the Thunder Bay contingent at the 2007 Ontario Health Professionals Recruitment Tour, which visits five Ontario cities (Ottawa, Kingston, Hamilton, London and Toronto) annually to market our community and professional opportunities to health care students, residents and practitioners.

Clinical Managers and Human Resources staff represented SJCG at the Lakehead University Career Fair, to speak with nursing, medical and other health care students about the opportunities to join our organization during their school years and after graduation.

Health Care Professionals Appreciation Campaign

The 2007 Health Care Professional Appreciation campaign was again coordinated by the City of Thunder Bay and included key involvement by SJCG. The campaign kick-off featured an appreciative SJCG client as part of the opening press conference. Postcard style "cards of thanks" were made available at various health care locations throughout the community, and an on-line option was also promoted. Many of the hundreds of messages received were directed to our staff at the Care Group. The messages were forwarded directly to those individuals or groups to whom they were addressed. The billboard display this year featured psychiatrist Dr. John Hargadon and one of his patients.

Employee Recognition

We were pleased to host an evening of recognition and celebration for our employees at the Da Vinci Centre. Following dinner, special presentations were made to the 2007 retirees and all employees were acknowledged and thanked for their dedication to SJCG and our clients. The evening ended with a concert by "Flamenco Caravan".

Teams and departments throughout the Care Group hosted Employee Recognition events to continue to acknowledge and celebrate our staff and to present gifts in recognition of long-term service milestones. The SJCG Milestones newsletter, listing all 2007 retirees and long-term service recipients, is available to view on the iNtranet, with hardcopies distributed to all sites and services.

Employee Satisfaction Survey

Overall, the results of the 2007 Employee Survey were very positive overall and were shared with all managers at a retreat. As always, there were areas identified requiring ongoing improvement and where we need to focus our attention.

The results of the 2007 Employee Survey were also shared with all staff. Copies of the corporate results, the Executive Summary and the survey tool were posted on the iNtranet and made available in hard copies at various locations throughout the Care Group.

While the employee survey results indicated we made significant progress since 2004 and confirmed the many strengths of the Care Group, there are opportunities to make our workplace even better. The key areas identified for improvement are within four main categories: Fair Treatment, Manageability of Workload, Communications and Involvement in Decision-Making. SJCG Managers and Leadership Team explored ways to improve in these areas and sought staff input.

Multirater Performance Review (MPR)

All three tools for the multirater performance review process (Clinical, Support and Managers) were revised to be more efficient, with fewer questions overall and significantly less 'comments' sections. For the Manager

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MPR tool, revisions were implemented to ensure alignment with manager core competencies and our strategic priorities.

Infection Control & Patient Safety Weeks

The Infection Control Week motto was *"Practice and Participate"* with the message that prevention and control of infections is everybody's business and the Patient Safety theme was *"Patient Safety: Be Involved. Ask. Talk. Listen."* This year's events included displays and participation in a media campaign with our Infection Control and community partners.

Influenza Vaccine Clinics

In preparation for the influenza season, Occupational Health launched the "Stop the Flu" campaign. The influenza vaccine was offered to all staff and volunteers free of charge at all sites over a three week period. Information on influenza and clinic schedules was advertised through Touch, iNtranet, pay stubs and posters.

Unfortunately, our overall rate dropped, with only 34% of staff immunized. The media reported a similar trend overall in Thunder Bay.

Take Your Kid to Work Day

We partnered with Thunder Bay Hydro and had a total of 31 Grade Nine students spend the morning together with staff from the Care Group doing presentations on interview skills, resume writing, being a volunteer, confidentiality and personal safety. The afternoon was spent with the parent in their work area.

Wellness Activities

A Volleyball Fun & Fitness Tournament was held for all St. Joseph Care Group employees, sponsored by the Wellness Committee. A total of eight teams enthusiastically participated in the four-week tournament.

A WinterActive Tobogganing & Sleigh Ride outdoor wellness activity took place at Centennial Park. Response to the event was excellent, with employees and their family members attending the evening of activities, including hot beverages and treats.

The WinterActive Workplace Pedometer Challenge involved tracking the number of steps taken for a one month period using a pedometer. Twenty-five staff received free pedometers for the challenge from Parks & Recreation Ontario.

Canadian Society of Hospital Pharmacists

Congratulations to Deb Emery, Manager, Pharmacy Services, who was elected to the Executive of the Ontario Branch of the Canadian Society of Hospital Pharmacists.

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Collaboration

Enhanced Partnerships with the Mental Health and Addiction Services System

The Thunder Bay District Mental Health and Addiction Network began very intensive and focused work to develop a recovery oriented service system characterized by broad system integration and the capacity to provide welcoming, accessible “no wrong door” services to individuals with complex mental health and/or substance abuse issues. Network members and Kenora-Rainy River District completed a comprehensive evaluation of system integration and initiated work to create an integrated, system-wide quality improvement plan. This work with our community and regional partners has resulted in enhanced working relationships and a shared commitment to improve the service delivery system even further.

Hospital Report 2007

The Hospital Report (scorecard) was very positive for Complex Care and Rehabilitation showing scores above provincial average in many areas. Some opportunities for improvement were identified and action plans developed to address these areas.

Regional/LHIN Initiatives

A number of the Information Services staff were heavily involved in supporting LHIN, regional or cross sector projects, including the Pan Northern PACS Project, Smart Systems for Health (SSHA) network refresh project, the regional Meditech initiative, the ICT Collaboration, the shared PACS service, the LHIN eHealth tactical plan and the North West Health Alliance. This involvement clearly diverts resources from internal projects and is a very real demonstration of the support SJCG provides to its health sector partners.

Northwest Health Network

Significant progress was made to operationalize the new joint venture corporation, the North West Health Alliance. Bylaws were approved, members were admitted, a new Board of Directors was elected and discussions started on the structure required to operate the shared PACS and electronic health record systems. Tracy Buckler was elected Chair of the new Board and Bruce Sutton has been appointed as the Executive Director.

Parent Support Group

SMSC Youth Addiction Services, Alcohol and Other Drugs Program of Thunder Bay Counseling Centre and the New Experiences program of Children's Centre Thunder Bay have partnered to provide a parent support group for parents who are coping with the challenges of a child who is abusing substances.

Mental Health & Addictions Retreat

Representatives of mental health and addiction service agencies from Northwestern Ontario attended a one day facilitated retreat in Dryden. The purpose of this retreat was to develop plans to improve the integration, coordination, accessibility and comprehensiveness of the regional mental health and addiction system.

Methadone Training

Sister Margaret Smith Centre - Adult Services staff provided training for staff of Dilico Anishinabek Family Care who work with people receiving methadone living in rural and remote communities. Dilico has also approached our Lakeview Clinic to provide more in depth training for community health nurses regarding Methadone Maintenance Therapy.

Supportive Housing Partnership

Lutheran Community Housing allocated an additional one-bedroom apartment to Northern Linkage Community Housing at Pioneer Court for clients of SJCG-LPH requiring medium support. In partnership with Lutheran Community Housing, Northern Linkage and Thunder Bay Regional Health Sciences Centre, we now provide supportive housing for 12 individuals at that site.

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Shared Mental Health Care

Community Mental Health Services staff implemented, with the Spence Clinic, another shared mental health care site. Within a "shared care model", mental health clinical staff and psychiatrists work in partnership with the family physician to support their clients who have mental health issues.

Community Mental Health Services worked in partnership with TBRHSC to develop an urgent care service. People with mental health concerns who present at the Emergency Department are assessed regarding severity of their illness. Many individuals were admitted to SJCG's mental health urgent care outpatient program rather than being admitted to the inpatient Adult Mental Health Unit at TBRHSC.

Performance Improvement Fund - Common Referral Process

Our Community Outreach Program staff worked with staff of Thunder Bay Regional Health Sciences Centre - Assertive Community Treatment Teams, Alpha Court and Canadian Mental Health Association to enhance the common referral process to mental health and addiction case management services. This led to decreased wait times for clients and improved matching between client need and the most appropriate service provider. Improvements to this process have been supported through the "Performance Improvement Fund" of the Ministry, with an intake/tracking database is being developed.

Specialized Housing Program for People with Dual Disorders

St. Joseph's Care Group worked closely with Options Northwest and other community partners to develop a service agreement regarding the use of the specialized stabilization unit located at Evergreen. This one bedroom unit was established with MCSS capital funding to meet the needs of people with a developmental disorder and a mental illness and/or behavioural issues.

Regional Electronic Medical Record Rollout

The regional Meditech project has progressed to eight of nine hospitals live with the second phase modules and the ninth will go live shortly. All of this has been accomplished on time and under budget.

Employment Options Partnership

A reciprocal working partnership was established with the Canadian Mental Health Association and the March of Dimes to provide a continuum of services and options for employment for people with serious mental illness.

Cross Border Collaboration

Ms. Stacie York, from the University Behavioural Health Centre in Denton, Texas visited Sister Margaret Smith Centre and Balmoral Centre as part of a "knowledge exchange" initiative. The University Behavioural Health Centre offers mental health and addiction services for both adults and youth along the full continuum of care from intensive treatment to withdrawal management, outpatient services and follow up services. It also offers two intensive treatment programs for self harm and for trauma. Clinical staff from the Care Group visited this facility previously.

Partnering with Youth Service Agencies

Our mental health and addiction services clinical staff participated in a Youth Suicide Strategy for the City of Thunder Bay in partnership with Children's Centre Thunder Bay. This community agency received funding to support the formulation of a community development plan to address youth suicide in our communities. Other partners include Ministry of Health funded youth services, Community Health Centres, Thunder Bay District Health Unit as well as Education and Youth Criminal Justice representatives.

Building Bridges Conference

The third annual Building Bridges conference was held with more than 280 participants. This year, the focus of the conference was building resiliency with Aboriginal Youth and featuring national, regional and local expertise. This regional initiative is sponsored and fully supported by eight addiction and mental

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health agencies in Thunder Bay and Northwestern Ontario. The Care Group featured two poster presentations regarding Sister Margaret Smith Centre – Youth Services and Youth with an OPEN Mind.

Interprofessional Care/Education Initiative

A collaborative work group of St. Joseph's Care Group, Thunder Regional Health Sciences Centre and the Northern Ontario School of Medicine was successful in securing \$135,000 in funding through the HealthForceOntario Interprofessional Care/Education initiative. The project involves exploring a new model for clinical teaching to better prepare students for interprofessional practice in palliative care and oncology settings. Students from various health professions will be involved in the project.

Bioethics Shared Contract

A contract for a shared bioethicist was signed by all the participating partners including St. Joseph's Care Group, Thunder Bay Regional Health Sciences Centre, Northern Ontario School of Medicine, Lakehead University and North West Community Care Access Centre. Recruitment is underway and we look forward to working with our partners on advancing bioethics programs and services in our respective organizations.

Interprofessional Care Initiative

We partnered with the Northern Ontario School of Medicine (NOSM) on a Health Force Ontario initiative, "Facilitating Leadership in Interprofessional Care (FLIC)". This project involved the identification of teams in Northern Ontario interested in enhancing their ability to deliver interprofessional care.

Centre for Education and Research on Aging and Health (CERAH)

The Hospice/Palliative Care Unit participated with CERAH on an initiative focusing on the provision of palliative care in Long-Term Care Homes, developed as part of the Aging in Place Strategy.

Elder Continuum of Care – Sioux Lookout

St. Joseph's Care Group was invited to join the Elder Continuum of Care Committee of the Sioux Lookout Meno Ya Win Health Centre to develop improved services for their region (with 85% of the population being First Nations people). Paulina Chow and Mieke Busman visited the Health Centre to share best practices.

Heart Failure Management Pathway

Hogarth Riverview Manor was one of three facilities in conjunction with CERAH, to support an initiative to implement heart failure guidelines in long-term care. Workshops were held and the pathway will be implemented and undergo preliminary evaluation.

Greening Working Group

The Greening Working Group was established this year and kicked off with presentations by: Honeywell Energy Solutions, EcoSuperior Environmental Programs, ZWAT (Zero Waste Action Team), and Union Gas Limited. A brainstorming session was held for initiatives that SJCG could take on as 'greening' ideas. 'Benny Birch' will be the mascot for the 'greening' communication initiatives for SJCG.

OHA Safety Group

SJCG joined the Ontario Hospital Association (OHA) Safety Group along with 105 other health care facilities. The Group's work will focus around the following five elements: health and safety policy, worker well-being, propane handling, early return to work and WHMIS. The Safety Group is an excellent venue for networking, collaboration, and working with our peers across the province to ensure safe workplaces.

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Communication & Advocacy

Problem Gambling

Following completion of the provincial pilot project regarding residential treatment for problem gambling, St. Joseph's Care Group received \$100,000 in permanent funding to provide Problem Gambling Residential Treatment.

Problem Gambling launched a promotional campaign to enhance community awareness regarding responsible gambling. Funding for this initiative was provided by the Ministry of Health Promotion and involves multiple mediums including billboards, newspaper ads, bus stops, printed materials and promotional displays.

MINDFRAMES

MINDFRAMES is a dramatic presentation by 'Youth with an OPEN mind', part of St. Joseph's Care Group's mental health public education strategy. The 12 member youth group brainstormed ideas and wrote the play, adding in their own poems and selected/composed music with the help of local playwright Eleanor Albanese. The goal is to raise awareness about the myths and misconceptions surrounding mental illness. The play was presented to Grades 7 and 8 classes, several high schools, and to the general public.

Public Education in Mental Health

The *Federal Resource Center to Address Discrimination and Stigma through the Substance Abuse and Mental Health Services Administration* of the United States contacted SJCG for additional information about the anti-stigma project, "with an OPEN Mind". This organization provides practical assistance to individuals, States, and public and private organizations in the design and operation of programs and initiatives to reduce discrimination and stigma associated with mental illness.

Regional Eating Disorders Outreach Program

An overview of the Regional Eating Disorders Outreach Program was forwarded to the LHIN to include in their submission to the Mental Health Commission of Canada. The Commission is looking across the country for examples of exemplary mental health service to include in future communication and planning regarding best practice models of care.

"Drugs Aren't Cool" Campaign

In partnership with the Thunder Bay District Health Unit and Quality Market, Youth Addiction Services launched a "Drugs Aren't Cool" campaign designed to enhance community awareness of issues related to drug and alcohol abuse. More than 500 Grade 5 students throughout the City of Thunder Bay decorated brown paper bags which were on display during Drug Awareness Week; the most successful campaign yet.

Monument Dedication

St. Joseph's Care Group dedicated a monument to recognize Mother Monica as the foundress of St. Joseph's General Hospital. The Hospital opened in 1884 and was the first hospital in the community of Prince Arthur's Landing at the time. The monument was unveiled and blessed by Most Reverend Frederick Colli, Bishop of Thunder Bay in a ceremony at St. Andrew's Catholic Cemetery.

Balanced Scorecard Workshop

We were pleased to support Confederation College's initiative to bring in Bob Paladino, a leader in the field of Balanced Scorecard development for a two-day workshop. This session assisted us to plan our communication, implementation and measurement of progress toward achievement of our strategic priorities.

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Catholic Health Care Brand Articulation Project

The Catholic Health Association of Ontario (CHAO) embarked upon a Catholic Health Care Brand Articulation project to provide clear articulation of the role, identity and 'value-addedness' of Catholic Health Care in the province of Ontario. A core message with respect to the value of Catholic health care was developed. Sharron Owen, Manager, Community Relations, participated as a member of the Task Force.

Canadian Mental Health Association Event

St. Joseph's Care Group was pleased to be a reception sponsor for the Canadian Mental Health Association's event: "An Evening with Margaret Trudeau – Breaking the Myths of Mental Illness".

OHA Member Engagement Session

President & CEO of the Ontario Hospital Association, Tom Closson, met with CEOs and Board Members from across the North West, with discussion centering around the need for additional Alternate Level of Care supports (interim beds, additional community care), transportation, funding challenges/accountability agreements, as well as the ongoing evolution of the relationship between the LHINs/MOHLTC and Hospitals.

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Teaching & Research Identities

Long-Term Care Nursing Leadership

Bethammi Nursing Home and Hogarth Riverview Manor were selected to participate in the 'Promoting Nursing Leadership in Ontario Long-Term Care Homes Study' with the following goals:

- to develop nursing leadership competencies
- to identify emergent leaders and begin a concrete and deliberate process for nurturing their development
- to develop practical tools
- Study the application of nurse leadership to nursing practice, etc.

A Registered Nurse, a Registered Practical Nurse and the two Managers of Long -Term Care participated in training at the Dorothy Wylie Nursing Leadership Institute for a week, followed by a 'booster' weekend. Pre and post-institute research data was collected through the University of Toronto's Nursing Faculty.

OANHSS Region 9 Conference

Bethammi Nursing Home and Hogarth Riverview Manor were pleased to host the Ontario Association of Non-Profit Homes and Senior Services (OANHSS) Region 9 Annual Conference at St. Joseph's Heritage.

Participants included staff and management of long-term care homes across the North West LHIN, as well as the Executive Director of OANHSS, Donna Rubin attended.

Recruitment

As part of our plan to attract more graduates to seek employment at St. Joseph's Care Group and to foster our teaching and research identities, two initiatives were undertaken:

- application and participation in the New Graduate Nurse Initiative (NGNI)
- increase in wages for summer student hires in order to be more competitive and to secure Health Resources Canada Funding

All student positions applied for through Service Canada were approved, and the HR Department was also proactive in applying for funding through other agencies. A total of 32 students were employed with the Care Group in the past summer. There were 11 nursing students, one speech student, one physiotherapy student, one dietary student and one pharmacy student working within the St. Joseph's Hospital Complex Care and Rehabilitation Programs. Feedback from the students was very positive.

CAN-STRIVE Project

Hogarth Riverview Manor and Bethammi Nursing Home were selected by the University of Waterloo to participate in the Canadian Staff Time and Resource Intensity Verification (CAN-STRIVE) project. The CAN-STRIVE will capture the staff time spent in caring for residents and will study other elements of resident care. This study ensures that residents cared for in our homes factor into the validation and refinement of the RUG-III and also into the Ontario-specific case weights for funding. The outcome of this research will help to ensure proper payment for care and advance our knowledge of current practices.

Preceptorship/Mentorship

SJCG offered many excellent clinical placements to students from different clinical professions and academic institutions. Support for staff acting as preceptors for students was provided both internally and by the academic institutions. Staff of Learning, Research & Professional Practice developed a preceptorship/mentorship learning package tailored specifically for nursing staff working with nursing students.

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Dietetic Internship Program

An affiliation between SJCG and the Northern Ontario School of Medicine to support the Northern Ontario Dietetic Internship Program was initiated. Carol Secord, Dietitian in the Eating Disorders Program, assumed responsibility as site coordinator for this program. Responsibilities include promoting and coordinating dietetic internships within SJCG and other partner facilities.

Research Awareness

SJCG Libraries provided a venue for building ongoing awareness about current research being conducted by Care Group Staff. This forum gave staff the opportunity to showcase their research and to network with peers. In addition to displaying staff's conference posters (in PDF) and article abstracts in both of the Libraries, each issue of *The Periodical* features a Care Group staff person's current research pursuit.

Ethics Education

Dr. Hazel Markwell, a bioethicist and Director for the Centre for Clinical Ethics, a shared service of Providence Healthcare, St. Joseph's Health Centre and St. Michael's Hospital in Toronto, provided a one day workshop on ethics and bioethics. Dr. Markwell provided an excellent day covering topics on approaches to ethics, organizational ethics, ethics in practice and ethics as moral community. She offered many insights on ethics and particularly highlighted that ethics is a component of all of our work and relationships.

Making a Difference: 2008 Showcase of Applied Research

St. Joseph's Care Group proudly hosted their 3rd Annual Research Showcase welcoming 112 registrants from a diversity of Thunder Bay organizations. This community wide event provided an opportunity for researchers to share the knowledge generated on a variety of topics relevant to the clients served through health services in Northwestern Ontario.

Rehabilitation Research

Kirsti Reinikka, Esmé French and Denise Taylor were accepted to present their abstract "*Videoconferencing a Full Day Training Workshop: Effectiveness, Acceptability, and Cost*" at the Canadian Physiotherapy Association Congress in Ottawa. They have also submitted a manuscript for publication.

Ontario Stroke Strategy Research

Esmé French, Anne MacLeod, and Kirsti Reinikka were successful in obtaining funding for the project "*Evaluation of the impact of an eight-week, stroke-specific exercise program developed by physiotherapists and delivered in the community by trained fitness facilitators*"; and Denise Taylor was successful in obtaining funds for "*Client's perceptions on factors influencing their participation in a group stroke self-management program using videoconference technology: a qualitative study*". Funding for both of these exciting research projects was provided through the 2007/2008 Ontario Stroke Strategy.

Research Publications

Erin Puhalski, Denise Taylor and Tina Poulin (Amputee Clinic) had their practice based research project accepted through the Journal of Prosthetics and Orthotics for publication.

Maggie Bellefountaine's, (Diabetes Health Thunder Bay) article "*Identifying the Continuing Diabetes Education Needs of Acute Care Nurses in Northern Ontario*" was published in The Canadian Journal of Diabetes.

The Research Department staff had the following paper has been accepted for publication in the Journal of Behavioural Health Services and Research. Authors are comprised of present and previous Research Department staff members:

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Gibbons C, Dubois S, Ross S, Parker B, Morris K, Lim T, Bédard M. Using the Resident Assessment Instrument-Mental Health (RAI-MH) to determine levels of care for individuals with serious mental illness. *The Journal of Behavioural Health Services & Research*, in press.

Research Presentation

Dr. Michel Bédard, Director of Research, presented at the International Conference on Aging, Disability and Independence in St. Petersburg, Florida. His presentation was titled "Understanding the difference between clinical and statistical significance in predicting driving abilities."

Interprofessional Education Research

Michelle Addison and Kirsten Pavelich were accepted to present their research on Interprofessional Education at the Altogether Better Health IV Conference in Stockholm, Sweden, as part of their work through the Northern Ontario School of Medicine.

Benchmarks for Library Training

St. Joseph's Hospital Library was invited by Baycrest Library to be a comparator in their work to establish benchmarks for library training. St. Joseph's Hospital and Baycrest share a similar bed count and both are providers of long-term care, complex care and rehabilitation.

Aboriginal Health

The need to create a film to support therapeutic intervention with Aboriginal youth was inspired by Dr. Paul Mulzer, one of our psychiatrists. "*Seeking Bimaadiziwin*" ("Seeking the Good Life"), deals with issues of depression, suicide and racism. This was selected for presentation at the provincial "Celebrating Innovations in Health Care Expo 2008". The film has received many awards in the short time since its release.

The Canadian Psychiatric Association (CPA) Foundation awarded \$10,000.00 to Dr. Paul Mulzer to support the development of a workbook to accompany the film. This educational tool will be used in a variety of clinical settings, including remote and northern First Nation communities.

Dr. Paul Mulzer's also presented his new film, *Sharing Tebwewin*, at the Building Bridges Conference. It is a documentary about the history of and challenges facing aboriginal people. *Sharing Tebwewin* means "sharing truth".

Student Placements

Many student placements occurred throughout our various sites, from nursing to social work, spiritual care, physiotherapy, occupational therapy, medicine, psychology and many other professions.

The student room at St. Joseph's Health Centre was fully occupied with students from Social Work, Psychology and Occupational Therapy. The student room provides an opportunity for students in different health care disciplines to interact and develop a better understanding of the areas of practice in each discipline.

Student Nursing Reception

The second Student Nursing Reception was held to provide nursing students the opportunity to find out more about St. Joseph's Care Group and potential employment opportunities upon graduation.

Assistant Editor Appointment

Sophie Regalado started her role as Assistant Editor of the Journal of the Canadian Health Libraries Association and submitted her first column providing an overview of recent research relevant to health care librarians.

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Geriatric Clinical Interprofessional Practice

Tanya Shute from the Geriatric Assessment and Day Hospital Programs was seconded on a part-time basis to CERAH, to work in collaboration with clinical consultants across the province to develop a curriculum on geriatric clinical interprofessional practice.

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Capital Project Updates

Centre of Excellence for Integrated Seniors' Services

The Minister of Health, George Smitherman, visited our Hogarth Riverview Manor site to announce the development of a Centre of Excellence for Integrated Seniors' Services (CEISS). This Centre will be comprised of 336 Long-Term Care Beds (including 64 for specialized behavioural long-term care) and 132 Supportive Housing Apartments. This is a joint initiative of the Ministry of Health and Long-Term Care and the Ministry of Municipal Affairs and Housing.

A CEISS Steering Committee was established by the North West LHIN, co-chaired by Tracy Buckler and Gwen Dubois-Wing, to ensure appropriate planning, communication and achievement of the timelines for this large capital project. This steering committee continues to meet and coordinate various initiatives to support the development of a true 'centre of excellence' model.

A number of site visits were conducted by the design team and internal staff to consider existing Long-Term Care Homes and Behavioural Units in the province. A Visioning Session was held with the Design Team and the Architects to begin to discuss the actual CEISS building, to be part of our existing Hogarth Riverview Manor site. This was attended by many internal stakeholders, as well as representation from the region and from the client/family perspective.

Development agreements for both the 336 long-term care beds and the 132 supportive housing units are currently being prepared by the Ministry of Health and Long-Term Care and the Ministry of Municipal Affairs and Housing, respectively.

Minister of Health and Long-Term Care

Members of the Centre of Excellence for Integrated Seniors' Services (CEISS) Steering Committee had a positive meeting with Minister George Smitherman to provide an overview of the project initiatives to date, and to discuss any barriers or challenges to meeting the opening date of June 2011. Barry Potter and Tracy Buckler attended on behalf of the Care Group.

Sister Margaret Smith Centre

The construction contract for our new Sister Margaret Smith Centre was awarded to FinnWay General Contractors Inc. of Thunder Bay. A Leadership in Energy and Environmental Design (LEED) workshop was held for all contractors involved in the project to ensure their understanding of sustainable environmental design. The construction period will be 14 months in duration and is anticipated to be completed by mid-summer 2009.

Mental Health Rehabilitation Program (MHRP)

This 38-bed and related program addition to the St. Joseph's Hospital site will begin once the new Sister Margaret Smith Centre is completed and demolition of the current building occurs. The Block Schematic Report was submitted to the MOHLTC, and sketch plan meetings are nearing completion.

Renovations to the Main Floor of the existing St. Joseph's Hospital site included as part of the MHRP project are the Pharmacy, Gift Shop and the Physician's Offices, to ensure adequate space for the additional volume of clients served.

Honeywell Energy Retrofit

The Honeywell design team presented the planned projects for energy upgrade initiatives and retrofits for St. Joseph's Hospital, St. Joseph's Heritage, Balmoral Centre, Hogarth Riverview Manor, and St. Joseph's Health Centre. The next steps are to finalize contracts to begin the next phase of design working drawings and identify details and costs. Decisions will be made by SJCG to determine the priorities and project sequencing. These projects tie in nicely with our Greening Working Group initiatives.

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Director, Capital Planning & Development

We were pleased to welcome Jerry Tichy to the position of Director, Capital Planning & Development for the Care Group. Jerry has a background in engineering as well as significant experience in project management. He has assumed responsibility for overseeing our three major capital projects, and will be involved in future capital planning and development throughout our corporation.

ORC Capital Project Update

The Ontario Realty Corporation (ORC), as owners of the LPH site, continued with a number of projects in this past year, including the installation of new atrium windows in the laundry, installation of two new fire alarm panels in the building services and power house buildings, and installation of a new facility power transformer.

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Operational Highlights

Information Systems/Information Technology (IS/IT) Projects

A great deal of activity continued within IS/IT, including:

- replacement of 360 PCs and laptops across both corporations as part of the refresh cycle
- requests for Proposals issued for the Meditech Storage Area Network, an archiving solution for PACS, and the Voice over IP telephone system for SJCG
- creation of incident reporting databases
- reorganizing the help desk and installing new software
- implementing an autofaxing application for diagnostic reports

VOIP (Voice Over Internet Protocol)

A new VOIP telephone system was implemented at the St. Joseph's Hospital and Sister Margaret Smith Centre sites. TBayTel installed the new equipment, with training conducted for all staff.

Disaster Recovery

IBM was engaged to examine critical information systems, develop recovery objectives and provide alternatives on how those recovery objectives could be met in the event of a major disaster in the data centre. The final report was received and clearly outlines the conflict between the recovery options cost and the risk of a disaster. The Joint IT/IS Steering Committee received a highlight of the report and is considering potential second data centre sites.

Printer Consolidation Project

The printer consolidation project was implemented to lower the overall cost of printing by replacing higher cost printers, scanners and facsimile machines with multi-function units that automatically print on both sides of the paper.

LHIN eHealth Lead

The eHealth planning process across the North moved into the tactical planning phase. Using the two ICT Blueprints as foundation documents, the tactical planning phase resulted in more detailed eHealth plans including estimated costing and strategies that should be implemented across all health sectors. The MOHLTC provided each LHIN with \$275,000 to establish a Project Management Office to begin implementing some of the identified strategies. The North East and the North West LHINs worked in collaboration to establish one office for the North, located in Sault Ste. Marie.

Within the North West LHIN, an eHealth Advisory Team was created to provide guidance on the implementation of the eHealth plan and provide advice on how eHealth fits into the LHIN's Integrated Health Services Plan. This team has representation from many of the various sectors within health and chaired by Bruce Sutton, Chief Information Officer for SJCG/TBRHSC.



The above highlights are but a 'smattering' of the amazing work that has occurred in the past fiscal year. On behalf of the entire Leadership Team, our sincere gratitude to the staff, managers, physicians, and volunteers who support the ongoing efforts to achieve the strategic priorities for St. Joseph's Care Group.