



2010 - 2011
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 & Holistic Care
- Dignity & Respect
- Excellence
- Faith-Based Care
- Inclusiveness
- Truthfulness & Trust

CARE, COMPASSION AND COMMITMENT

St. Joseph's Care Group is committed to providing compassionate, holistic, safe, and client-centred care to our clients.

We are recognized as an employer of choice through our dedicated efforts of caring for the health, well-being, and development of our people.

We collaborate with partners on best practices, advocacy, and integration opportunities to enhance access, quality, and the continuum of health services for the citizens of Northwestern Ontario.

As a client advocate, we communicate with the public, our partners, staff, and volunteers about our programs and services.

As well, St. Joseph's Care Group defines and fosters progressive, innovative teaching, and research identities in our areas of clinical strength and expertise.

We are an organization that reaches across the North West region, encompassing 47% of the province of Ontario; a service area of over 458,000 square kilometers, extending from White River in the East, to Kenora in the West, and to Hudson Bay in the North.

Our vast service area and culturally diverse client population includes many remote and isolated communities, where availability and access to quality health services is a challenge.

With 9 sites in Thunder Bay, our regional program areas include: Complex Care and Physical Rehabilitation, Long Term Care and Mental Health and Addiction services.



MESSAGE FROM BOARD CHAIR
AND PRESIDENT & CEO



“The client is our reason for being.”

Tracy Buckler
President & CEO

This past year has given us many reasons to celebrate our progress and accomplishments at St. Joseph’s Care Group (SJCG), and we are very pleased to present our Annual Report for 2010 - 2011. Within this Report, we highlight our Strategic Priorities, which have guided our path in the provision of quality health care for our clients from 2007 - 2011. They have also set the stage to ensure we maintain and continue to improve care as we move forward.

It is with pleasure that we mention a few of our achievements. SJCG has achieved full Accreditation and proudly flies Accreditation Canada banners at each of our sites. The 132 Supportive Housing unit phase of the construction of the Centre of Excellence for Integrated Seniors’ Services (CEISS) has begun. Development of new premises for Diabetes Health Thunder Bay in the former Frank Murphy Community Centre is underway. We were the recipients of several awards during the year, notably those that attest to our commitment to good corporate citizenship and environmental stewardship.

In keeping with our pledge of Care, Compassion and Commitment for our clients, we welcomed a significant provincial initiative: effective April 1, 2011,

the Excellent Care for All Act (ECFAA) mandated that all hospitals have a Quality Improvement Committee and a Quality Improvement Plan (QIP) in place. SJCG was well prepared to meet the challenges of ECFAA – our QIP is publicly posted on line and we are in full compliance with the Act. Because of our commitment to the spirit of the ECFAA, we draw your attention to three of the 12 initiatives noted in our QIP:

“SJCG is committed to providing compassionate, holistic, safe and client-centred care to the people in Northwestern Ontario. SJCG is committed to (1) reducing the potential for transmission of infections by improving health care provider hand hygiene rates before initial client contact, (2) increasing client safety by reducing the number of client falls and medication errors causing injury (3) improving the effectiveness of inpatient care by reducing the time clients spend waiting in hospital for another care setting in collaboration with the North West Community Care Access Centre, North West Local Health Integration Network and the long-term care sector.”

Please visit our website at www.sjcg.net for complete details of our plan.

On a very sad note, we wish to acknowledge the loss of a dear friend, colleague and Board Member this past year. Suzan Labine was a dedicated, caring and committed individual we all miss deeply. Our sincere condolences are extended to her husband, Gil, and their entire family.

We are truly blessed to have the privilege of working with a talented Leadership Team and an extremely committed and skilled Board of Directors, who have now begun the task of developing our next Strategic Plan for 2012 - 2016. Without the trust and support of these individuals, much of what has been accomplished this past year would not have happened. To each of you, a very heartfelt thank you!

We welcome Ray Halverson as incoming Board Chair. Under his leadership, there is no doubt that our goal to meet and exceed the needs of the people we serve will continue.

In closing, we are grateful for our positive relationship with the North West Local Health Integration Network and the Ministry of Health and Long-Term Care. Their assistance is critical to our success. We thank the Catholic Health Corporation of Ontario for their valued support, and extend our deepest gratitude to our staff, physicians, the Auxiliary, the Foundation and volunteers. Your commitment to the Mission, Vision and Values of the Care Group and the people we serve is commendable and worthy of the highest praise.

Respectfully submitted,

Myrna Letourneau
Chair, Board of Directors

Tracy Buckler
President & Chief Executive Officer

MESSAGE FROM THE CATHOLIC
HEALTH CORPORATION OF ONTARIO

On behalf of the Board of Directors of the Catholic Health Corporation of Ontario, it is my distinct privilege and pleasure to bring greetings to each of the Boards and Staff of our Sponsorship across this province, for your faithful commitment and spirit to the legacy of our Catholic healthcare ministry.

Our recognition and appreciation of the work that each healthcare organization accomplishes through the shared information of Designate reports, motions and Annual reports, affirms that there is a collective spirit and attention to our foundational Mission, Vision and Values.

I would like to thank each of you personally for your spirit of cooperation and collaboration as we continue the work and the distinctive stories of our Founding Congregations. We are mindful that we have been entrusted to be both the guardians and the architects for the sustainability of our ministry of care, concern and compassion.

Our sponsor, the Catholic Health Corporation of Ontario congratulates you on your resourcefulness and tenacity, particularly in these times of change and challenge. We extend to you our sincere gratitude and thankfulness and assure you of our continued support as we journey together.

Respectfully submitted,



Lil Bergamo,
Chair, Board of Directors
Catholic Health Corporation of Ontario

“The human spirit is the lamp of the Lord.”

Proverbs 20:27

AUXILIARY REPORT

In 2011 the Auxiliary is in its 116th year of service to St. Joseph's Hospital and now St. Joseph's Care Group. There are 185 members who are actively engaged in a variety of activities. We meet monthly with the exception of July and August and hold three general luncheon meetings a year – February, June and October. In November, 2010, we sent three delegates to the Hospital Auxiliaries Association of Ontario Convention in Toronto. The delegates were Josie Boucher, Mary-Alice Isaac and Nancy Martin-Wywrot.

On April 8 and 9, 2011, our auxiliary along with the auxiliaries from Geraldton and Terrace Bay , hosted the HAAO Regional Spring Conference in Thunder Bay. Our theme was Wellness, Living Long, Living Strong and our speakers, Dr. Patricia Lepage, Tim Liscomb, Sandra Turchyn, Melanie Hopkins and Dr. Alan Cranton helped make our conference successful and enjoyable.

This year in our fundraising activities we partnered with the Scandinavian Home Society for Pancake Breakfasts. This presence in the community has helped us to be better known to all. We also sold sunglasses at the Kakabeka Falls Street Fair in August and this money was part of our Benny Birch donation to Bethammi Nursing Home. Our Christmas Bazaar was a successful event held in the lobby of St. Joseph's Hospital in November, 2010. We also held a Mother's Day Bake Sale at St. Joseph's Heritage.

This year we proudly donated \$65,826 to St. Joseph's Foundation of Thunder Bay. Our Gift Shops at St. Joseph's Hospital and Hogarth Riverview Manor and the Nevada Booth at St. Joseph's Hospital were major contributors to our donation along with all our fundraising activities and raffles. Thank you to all our dedicated members.

The Awards Committee honoured Sylvia Kayzer and Susan Tennier with Life Memberships for their dedicated work to the Auxiliary to SJCG.

The Executive Board 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.

Respectfully submitted,



Susan Tennier
Auxiliary Board Representative



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 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 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. During the last year we have met with members of the medical staff and instituted a physician assessment tool where physicians select staff and colleagues throughout the Care Group who, along with themselves, comment on many parameters of their work at St. Joseph's Care Group. This has proven to be a very useful tool, as well as reaffirming their lifelong commitment to learning. Many physicians also participated in the NRC Picker Employee and Staff Satisfaction Survey. The final results of this survey are being tabulated. Many thanks to the participants.

We are delighted to welcome Dr. Hanan El Sherif to the staff at St. Joseph's Care Group where she is working as a Psychiatrist in our Rehabilitation Program.

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. In the coming months we will expand to be part of the Psychiatry Residency, providing further specialty training in Northwestern Ontario. Many student and resident learners are continually attracted to the learning opportunities at the Care Group. We have been fortunate to attract local students and residents, but also have learners coming from as far away as Australia.

Working closely with the Board and the Leadership Team continues to be a most rewarding experience. I thank them for their commitment, leadership and steadfast adherence to the Mission and Vision of the Care Group.

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

Respectfully submitted,



Geoffrey Davis, MD
Chief of Staff



2007 - 2011 STRATEGIC PLAN

When we developed our five Strategic Priorities in 2007, we wanted to be sure our goals would continue to honour our past while meeting the changing health care needs of today's world.

We committed to transparency and ensuring that we shared our progress in the delivery of quality care with the community by making client-centred care and communications two of these priorities.

Delivering quality client care involves an on-going search for knowledge, understanding and improved delivery, and so we actively participate in teaching and research.

These economic times, as well as the complexity of the issues facing many of our clients, have confirmed the necessity of partnerships and collaboration to help meet those needs. We have worked to strengthen our existing partnerships and to initiate new ones.

And, of course, without our dedicated staff, physicians and volunteers, we would not be able to fulfill our promise of Care, Compassion and Commitment. The spectrum is very broad – from health care professionals to those caring individuals in the many support areas required at our nine sites. Supporting them in their work and giving them opportunities to grow and develop must remain priorities.

We are fortunate to have a remarkably involved and able Board of Directors, who continue to engage in our present while focusing on the future, through the current development of our 2012 to 2016 Strategic Priorities.

In this final year of our present plan, it is our pleasure to be able to review some of the accomplishments and achievements of Strategic Plan 2007 - 2011 in these next pages. More information is available on our web site www.sjcg.net.

Our Strategic Priorities

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



CLIENT-CENTRED CARE

St. Joseph's Care Group will continue our commitment to providing compassionate, holistic, safe and client-centred care to our clients

Photo: St. Joseph's Care Group client with Occupational Therapist, Lori Harder

COMMITTED TO QUALITY

Our commitment to the highest level of care for our clients is strong

Client-centred care as a focus for St. Joseph's Care Group is appropriate as we strive to continually improve the quality and safety of the care we provide. A review of our core programs was undertaken to ensure they were in alignment with the needs of the residents of Northwestern Ontario. We developed indicators and a reporting structure that allowed us to monitor our progress.

Our annual corporate client satisfaction survey affirmed our efforts with 96% of respondents indicating they would recommend our services to others and 98% indicating they were treated with courtesy and respect.

Our Clinical Services Integration Committee sought opportunities to enhance care delivery through leading practice research across all programs. Best practice protocols were developed in Falls Prevention, Medication Reconciliation, Hand Hygiene, Pain Management, Responsive Behaviours, and Inter-professional Care.

Improving all aspects of delivery of Mental Health and Addiction Services required city wide and regional planning and partnerships. We participated in the work of the Thunder Bay Drug Strategy, and partnered with the City of Thunder Bay, District Social Services Administration Board, Shelter House, and others, to address the needs of people with substance abuse issues.

Increasing understanding of Aboriginal people and their health care needs is critical to the provision of quality care to this population. Culturally-appropriate stroke prevention services have been provided in a Northern First Nations community. The Aboriginal Health Working Group was established, and with input from Aboriginal Readers, has developed a multi-year work plan focusing on increasing staff knowledge, capacity and skills to better understand the needs of Aboriginal clients and their families.

Our responsibility to respond to the needs of specific populations led to several initiatives, such as programs to safely transition clients from hospital to independent community living, ensuring necessary supports are in place. We sponsored and coordinated the North West LHIN-Wide Falls Prevention Collaborative to develop quality initiatives on falls prevention.

Many other initiatives have been undertaken and continue. Our commitment to the highest level of care for our clients remains strong.

“Improving communication between our clients and our staff leads to improved client care. Our Strategic Priorities have guided us well.”

*Penny Anguish, Vice President
Complex Care & Physical Rehabilitation
Services & Chief Nursing Officer*



St. Joseph's Care Group Staff - George Batey



OUR PEOPLE

St. Joseph's Care Group will be recognized as an employer of choice through our efforts to demonstrate caring for the health, well-being and development of our people.

Photo: St. Joseph's Care Group Nutrition and Food Services Staff

OUR GREATEST RESOURCE

Maintaining a healthy and respectful work environment

It's often said that 'people are our greatest resource'. At St. Joseph's Care Group, we know this to be true. We take pride in the dedication and commitment of our staff and volunteers, and it is our privilege to maintain a healthy and respectful work environment.

Annual employee, physician and volunteer surveys give us a clear indication of areas where we are doing well and areas where work is needed. A Culture of Safety has been promoted and supported with training for staff and the development of electronic data to produce reliable quarterly Safety and Risk Reports. We have included Ergonomics as a criterion in product procurement and Work Station Assessments are conducted to ensure appropriate ergonomics. The Healthy Back Program is promoted for the safety of staff.

Tracy Buckler, President & CEO, took the initiative in ensuring that Care Group employees were familiarized with our Strategic Plan by multiple personal presentations to staff. The use of email was determined as the primary vehicle for communicating with staff, with sufficient access to computers assured. TOUCH, a monthly newsletter for staff, is posted on the SJCG iNtranet, our internal information network.

Corporate and clinical reorganizations have been completed to align programs and services, and to allow management staff more leadership presence at all our sites. These changes will also facilitate leadership development.

The pursuit of lifelong learning is encouraged and supported. We have developed on-line learning videos, as well as collaboratively developing additional on-line mandatory courses required to meet Accreditation Canada's standards. We partnered with Health Force Ontario and Northern Ontario School of Medicine to provide facilitators for two pilot projects, and support employees to participate and develop in Leadership Thunder Bay initiatives.

'Our People' deserve recognition and appreciation – individually, by department and by program. Formal recognition events are held three times each year, and informal events occur frequently. Of course, our volunteers are also "Our People", and a Volunteer Appreciation Event is held annually to honour their incredible contribution to the work of St. Joseph's Care Group.

“ It's a privilege to be part of an organization that commits to finding employees who embrace the Mission and Core Values of the Care Group. ”

Doug Demeo, Vice President, Human Resources



Mario DeCarlo, Hogarth Riverview Manor resident, with his wife, Evelyn, a SJCG Volunteer



COLLABORATION

St. Joseph's Care Group will collaborate with partners on best practices, advocacy, and integration opportunities to enhance access, quality and the continuum of health services for the citizens of Northwestern Ontario.

*Photo: Penny Anguish, Vice President, Complex Care & Physical Rehabilitation Services & Chief Nursing Officer
Ian Ritchie, Director, Client Services
North West Community Care Access Centre (Thunder Bay)*

A CONTINUUM OF CARE

Collaboration helps ensure delivery of best practices in care

Collaboration with community, regional and provincial partners has proven essential in creating a health delivery system that meets the needs of our clients. St. Joseph's Care Group is fortunate to enjoy strong working relationships with our partners.

Members of our Leadership Team participate on various North West Local Health Integration Network (LHIN) Committees. Our many joint initiatives include:

- North West LHIN-Wide Falls Prevention Collaborative
- McKellar Place Transitional Supportive Housing Project
- Home First Initiative, an approach to managing the safe and appropriate transition of patients from acute care to their home

We partnered with North West Community Care Access Centre and Thunder Bay Regional Health Sciences Centre (TBRHSC) on the FLO Collaborative, an integrated, consistent approach to managing inpatient flow.

Development of the Centre of Excellence for Integrated Seniors' Services was achieved by collaboration with the City of Thunder Bay, Ministry of Health and Long-Term Care, Ministry of Municipal Affairs and Housing, District Social Services Administration Board and other community partners. Completion of this project will help ensure excellence in long-term care and supportive housing for our seniors and is a project in which our entire community can take pride. Construction of the first phase is now underway.

'Shared Leadership' opportunities have been explored and developed. We provide professional Human Resource Services and Ethical Consultations on a retainer basis to the five North Shore hospitals. Along with TBRHSC, we have established an integrated Research Ethics Department, and are working toward establishing a joint Research Ethics Board. Information Services leadership is provided by the Chief Information Officer, who is shared with TBRHSC.

Our Leadership Team and managers are well represented on various local, regional and provincial boards and committees, including the Ontario Hospital Association.

SJCG will continue to be both proactive and responsive in seeking new opportunities for collaboration.

“ With CEISS, we wanted to do something of real service for our clients and the region. We wanted to be creative, innovative and really do it right. ”

*Paulina Chow, Vice President,
Long-Term Care Services*



CEISS Transitional Supportive Housing Opens (from left to right): Myrna Letourneau, Chair, Board of Directors, St. Joseph's Care Group; Josef Ger, Founder, President & CEO, Retirement Life Communities; Tracy Buckler, President & CEO, St. Joseph's Care Group; Andy Gallardi, Senior Director, Performance, Contract & Allocation, North West Local Health Integration Network



COMMUNICATION & ADVOCACY

St. Joseph's Care Group will be a client advocate and will communicate with the public, our partners, staff and volunteers, particularly in relation to our programs and services.

Photo: Rev. Hugh Walker, Family & Spiritual Therapist/Clinical Supervisor, and Sister Connie Dupuis, Spiritual Advisor, Sister Margaret Smith Centre

HEIGHTENING AWARENESS

Communicating our commitment to the highest level of care

The unique history of SJCG gives us many wonderful opportunities to share our story with the region. We celebrated our 125th Anniversary with numerous community, staff, and volunteer events, and with the publication of "Responding to Unmet Needs: 125 Years of Care in the Community", a book chronicling that history. Additionally, we completed a Corporate DVD, which has been very positively received at more than 50 presentations. The DVD is also available to the general public on our website.

In our on-going effort to battle mental health stigma, our multi-year public education campaign, 'with an OPEN mind', continues. 'Youth with an OPEN mind', designed to reach young people, has been very successful with amazing contributions from youth in the community.

We are sponsored by the Catholic Health Corporation of Ontario (CHCO) and are fortunate to have two representatives of the Sisters of St. Joseph of Sault Ste. Marie on our SJCG Board of Directors. As a faith-based organization, spiritual care is integrated into all clinical programs and a sacred space is available for clients and families in all our inpatient facilities, in keeping with the 'Body, Mind & Spirit' approach to health care of the Catholic Health Association of Ontario.

Our commitment to good corporate citizenship and environmental stewardship has been recognized on several occasions, with the following awards:

- Employer of the Year Award from Confederation College
- Not for Profit Excellence Award (Chamber of Commerce)
- Healthy Hospital Innovator Award (Ontario Hospital Association)
- Environmental Stewardship Award (Chamber of Commerce)
- Clean, Green and Beautiful Award – Diamond Level (City of Thunder Bay)

Our Mission, Vision and Core Values are not merely words posted on our walls and printed in our written materials. They guide us and communicate our commitment every day as we provide quality care for our clients.

“ We want our clients to feel safe and supported. Engaging and partnering with the community has helped us as we work to reduce stigma and isolation for our clients.”

*Janet Sillman, Vice President,
Mental Health & Addiction Services*



'with an OPEN mind' Youth Group



TEACHING & RESEARCH IDENTITIES

St. Joseph's Care Group will define and foster progressive, innovative teaching and research identities in our particular areas of clinical strength and expertise.

Photo: Marianne Kulp and Robert Berardi, Clinical Educators

LEARNING & SHARING

Supporting the pursuit of knowledge and development of best practices

Our commitment to quality care for clients is supported by our passion for learning. SJCG promotes research and the development of best practices in health care. We encourage and support our health care professionals and those studying health care in their pursuit of knowledge.

Progress has been significant as we pursue formal collaborations with academic and health care organizations. An Agreement has been reached with Thunder Bay Regional Health Sciences Centre to create a shared Research Ethics Office which supports our independent Research Ethics Boards. Attesting to the importance we assign to ethical practices, we have developed Policies and Procedures for ethical review of research at SJCG, and established a new Tri-Council Compliant Research Ethics Board.

We provide education practice sites for students from Northern Ontario School of Medicine, Lakehead University, Confederation College, McMaster University, and Everest College, as well as co-op placements for local high school students.

We are proud to be participating in 'Quality Palliative Care in Long-Term Care', a five-year research study to improve the quality of life of residents at end of life in long-term care homes. Partnering with Lakehead and McMaster Universities and many health care alliances and researchers, project findings and tools will be disseminated across Canada.

Research opportunities have included:

- 'Optimizing the Health of Women with Substance Use Issues and Their Children' (Adult Addiction Program)
- A multi-site, randomized, controlled trial, as well as a pilot study, of a mindfulness-based cognitive therapy intervention for treating depression in a traumatic brain injury population.

Supporting research goes beyond the design and completion of research projects. Effective dissemination of results to stakeholders is vital, and the commitment of SJCG extends to the hosting of "Making a Difference: A Showcase of Applied Research", an annual event that advances practitioners' field of knowledge and, ultimately, leads to improved client care.

“ Our team proudly supports the Care Group's quality agenda by providing reliable access to clinical information and computer technology. We've made great progress in these areas. ”

*Bruce Sutton, Vice President,
Information Services & Chief Information Officer*



SMSC Official Opening - Medicine Wheel Spirit Singers



CAPITAL PROJECTS

St. Joseph's Care Group is in the midst of a capital expansion program that will modernize, rebuild and construct facilities to improve the quality of care for all residents of Thunder Bay and Northwestern Ontario.

Photo : CEISS Architectural Rendering

INVESTMENTS IN CARE

Centre of Excellence for Integrated Seniors' Services (CEISS) *Completing the continuum of care for seniors*

Research shows that seniors prefer to age at home in comfortable surroundings. With the assistance CEISS provides, seniors with minimal to moderate care needs can remain in the community either in a supportive housing unit or in their own home with community support services.

The new addition to Hogarth Riverview Manor (300 Lillie Street North) will be a model for better integration of services for seniors' health care. The Centre will combine three long term care homes – Bethammi Nursing Home, Dawson Court and Grandview Lodge – into one facility.

The design ensures a sense of community with each 32-bed Resident Home Area having its own activity lounge as a smaller hub for socialization. The large common area features a sitting area with a library and fireplace and a chapel.

- The centre will include 544 long-term care beds, (including 64 specialized beds designated for the Regional Behavioural Health Program) and 132 supportive housing apartments
- More than 500 full time jobs will be maintained
- Construction 2010-2012 with an estimated 695 full time design/construction jobs

Economic Impact and Benefits

Total project: \$100 Million

“Our capital projects are investments in the care of our clients. We will continue to work toward improving client environments wherever possible.”

*Barry Potter, Vice President,
Finance & Corporate Services*

Diabetes Health Thunder Bay *Expanding services in a new location*

Diabetes Health is a member of the Northern Diabetes Health Network, a clinical resource for Northwestern Ontario and a member of the Network of Ontario Pediatric Diabetes, which mandates access to care for diabetic children in Ontario.

Since 1992, St. Joseph's Care Group has hosted Diabetes Health Thunder Bay. To accommodate the growing requirements for the program, Diabetes Health will move to larger premises in St. Joseph's Heritage in the autumn of 2011.

The expanded services will include:

- Increased space for group education
- The only insulin pump and assistive device program for both pediatrics and adults in Northwestern Ontario
- On-site telehealth capacity to expand counselling and information services for the region, provide specialized care for Type 1 diabetes, gestational and pediatric diabetes

LEADERSHIP TEAM

Tracy Buckler	President and Chief Executive Officer
Penny Anguish	Vice President, Complex Care & Physical Rehabilitation Services & 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	Vice President, Information Services & CIO

MANAGEMENT TEAM

Behavioural Sciences Centre	
Walter Martin	Behavioural Sciences Centre

Communications

Sharron Owen	Communications
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Complex Care and Physical Rehabilitation Services

Maggie Bellefontaine	Diabetes Health Thunder Bay
Susan Franchi	Outpatient/Contract Physical Rehabilitation Programs
Deborah Emery	Pharmacy Services
Terri Gurney	Medically Complex Care & Ambulatory Programs
Marianne Larson	Palliative Care Programs
Scott Munro	Specialized Programs
Trish Nelson	Physical Rehabilitation Programs
Gail O'Quinn	Specialized Seniors' Programs

Finance and Corporate Services

Glenn Berst	Building Services
John Corcoran	Environmental Services
Allan Hensel	Materiel Management
Dan Humar	Financial Services
Anne Jewett	Nutrition and Food Services
Lisa Lamore	Financial Services
David Vaccher	Building Services

Human Resources

Linda Belcamino	Learning and Professional Practice
Mark Brassard	Employee Relations
Gary Duguid	Security and Parking
Anna Grenier	Volunteer Services
Allison Hill	Recruitment and Retention
Michelle Knudson	Occupational Health and Wellness
Kim Leach	Infection Control/Client Safety

Kelly Morris	Research Services & Research Ethics
Shelley Pierce	Occupational Safety/WSIB Claims Management
Sophie Regalado	Library Services
Tom Shortreed	Employee Relations (SJ Hospital & Long Term Care)
Nicole Tittley	Health, Safety & Risk
Loretta Turpin	Volunteer Services
Geri Vainionpaa	Learning, Research and Professional Practice

Information Services

John Barro	Network Operations
Dan Beaudry	Information Technology
Dawn Bubar	Information Systems/Application Support
Shelby Poletti	Quality and Performance
Vicki Polischuk	Health Records and Central Registration
Jennifer Pugliese	Project Coordinator

Long-Term Care Services

Vickie Scholtens	P. R. Cook Apartments/Housing
Meaghan Sharp	Long-Term Care Homes
Nadia Thatcher	Long-Term Care Homes
Heidi West	Long-Term Care Community Support Programs

Mental Health and Addiction Services

Nancy Black	Mental Health, Addiction & Problem Gambling Programs
David Engberg	Mental Health & Addiction Outreach Programs
Tracey Outhouse-Miceli	Mental Health Housing & Employment Programs
Dr. Lois Hutchinson	Physician Advisor, Mental Health & Addiction Services
Mary Ann Mountain	Mental Health Outpatient Programs
Pat Paradis	Mental Health Rehabilitation Programs
Mary Perkovic	Seniors' Mental Health Programs

2010/2011 BOARD OF DIRECTORS

Chair
Myrna Letourneau

Vice Chair
Ray Halverson

Past Chair
Robert Chambers

President and CEO
Tracy Buckler

Chief of Staff
Dr. Geoff Davis

President of Medical Staff
Dr. Suzanne Allain

Representative of City Council
Brian McKinnon

Representative of Auxiliary to SJCG
Susan Tennier

Representatives of the Sisters of St. Joseph
Sister Shirley Grexton, Sister Dolores Turgeon

Representative of the CHCO
Lil Bergamo

Representative of the Bishop
Patrick Charlebois

Representative of St. Joseph's Foundation of Thunder Bay
Sylvia Kayzer

Members

Maureen Brophy
Brian Collins
Gary Johnson
Suzan Labine (12/2010)
Grace Martineau

Terry-Lynn Miettinen
Doris Rossi
Barb Spadoni
Linda Trevisanutto
Tamara Wylie

Honourary Members

Ruth Callon
Don Caron
Guy O'Brien
Dick O'Donnell





MOVING FORWARD

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.

Photo : Nettie Bernauer enjoying a walk with volunteer, Ashley Bosnick, at Hogarth Riverview Manor.

MEETING THE CHALLENGE

Taking care of the needs of our clients and responding to change

Our work at SJCG involves looking after the most vulnerable – the frail elderly, those living with mental health or addiction issues, and those requiring physical rehabilitation. These are often the most challenging populations in health care but, to us, the most rewarding.

Ensuring an appropriate continuum of care for those with mental health and addiction issues is one of those challenges. We have been working with the City of Thunder Bay and other agencies to complete a comprehensive Needs Assessment for these populations – from pre-treatment, to treatment and housing. Only then will we be able to develop a system for the future that meets the needs of our clients at the right time, in the right setting and with the right supports.

The number of Alternate Level of Care (ALC) clients within the system at this time is a critical issue for all health care providers. Our goal is to enhance the clients' quality of life, once again in the most appropriate setting, and we are actively looking at different possibilities and options of care to achieve that goal. With our partners at North West LHIN, North West CCAC and TBRHSC, we are confident that suitable strategies will be developed to address this issue that affects us all.

As good corporate citizens, we at SJCG take our responsibility to the environment very seriously. We also believe in the therapeutic benefits of natural light, fresh air and green spaces, all of which contribute to a healing environment for our clients. In keeping with these principles, we will continue to design and build accessible, environmentally friendly facilities to the extent we can afford.

At SJCG, we look forward to meeting the challenges of the future – taking care of the needs of our clients and ensuring the flexibility to respond as their needs change.

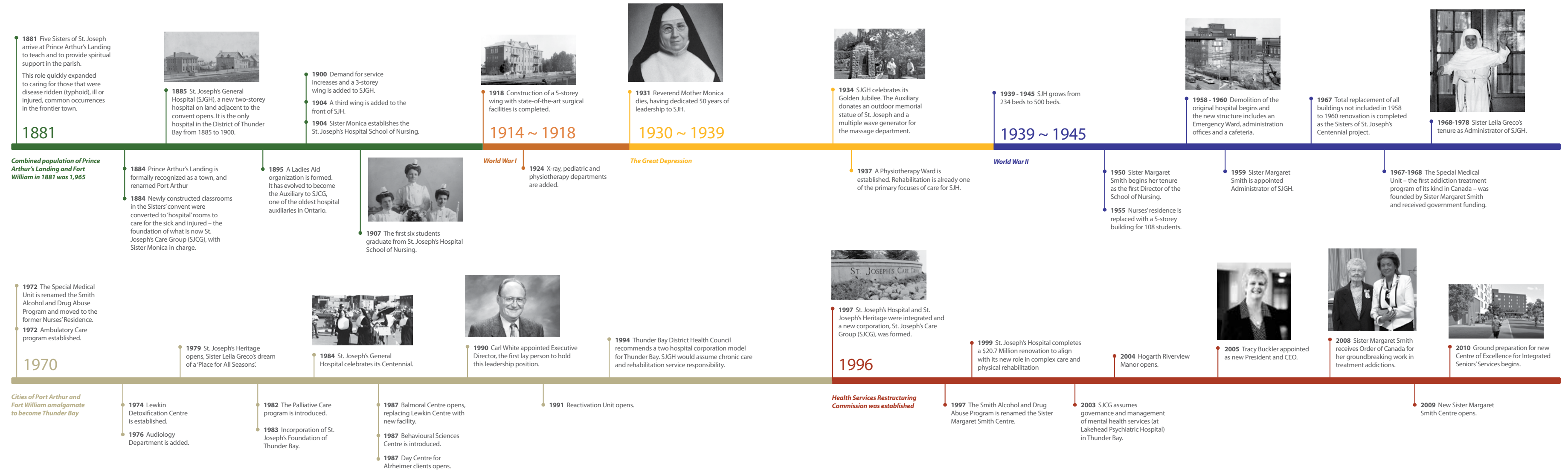
“As we plan for the future, the needs of our clients will continue to guide our direction.”

*Tracy Buckler
President & CEO*



Tracy Buckler, President & CEO, with Sister Margaret Smith at the Official Opening of the Sister Margaret Smith Centre

125 YEARS OF CARE, COMPASSION & COMMITMENT



Combined population of Prince Arthur's Landing and Fort William in 1881 was 1,965

Cities of Port Arthur and Fort William amalgamate to become Thunder Bay

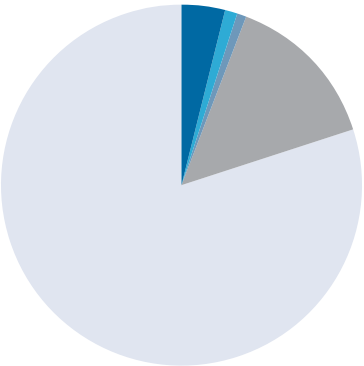
Health Services Restructuring Commission was established

FINANCIALS

Statement of Operations
(in thousands of dollars)

REVENUE

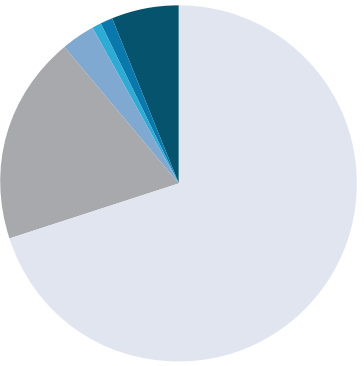
	2011	2010
North West Local Health Integration Network	\$105,801	\$102,363
Accommodation Co-Payment	\$5,008	\$4,539
Program Fees and Rentals	\$2,107	\$2,235
Amortization of Deferred Contributions Related to Capital Assets	\$1,634	\$1,729
Other Recoveries	\$18,375	\$18,845
	\$132,925	\$129,711



- Accommodation Co-Payment · 4%
- Program Fees and Rentals · 1%
- Amortization of Deferred Contributions Related to Capital Assets · 1%
- Other Recoveries · 14%
- North West Local Health Integration Network · 80%

EXPENSES

Amortization of Equipment, Buildings and Leaseholds	\$4,049	\$3,592
Drugs	\$1,178	\$1,181
Interest on Long-Term Debt	\$688	\$704
Medical and Surgical Supplies	\$1,433	\$1,339
Medical Staff Remuneration	\$7,638	\$7,134
Salaries and Benefits	\$91,507	\$89,519
Supplies and Other	\$24,523	\$24,211
	\$131,016	\$127,680



- Medical Staff Remuneration · 6%
- Drugs · 1%
- Medical and Surgical Supplies · 1%
- Amortization of Equipment, Buildings and Leaseholds · 3%
- Supplies and Other · 19%
- Salaries and Benefits · 70%
- Interest on Long-Term Debt · 0%

EXCESS OF REVENUE OVER EXPENSES	\$1,909	\$2,031
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