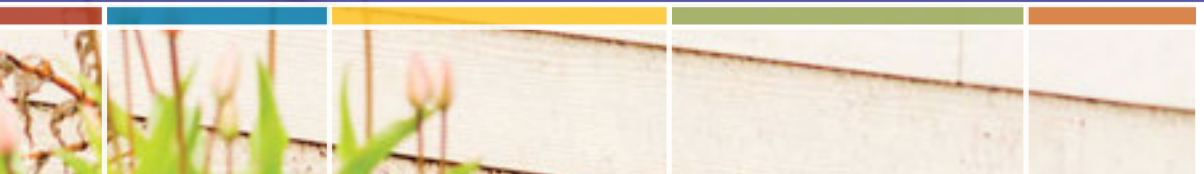




ST. JOSEPH'S CARE GROUP



# ANNUAL REPORT 2012-13



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Grant Stevens  
*Supervisor,  
Building Services*



Jackie McDonald, PSW  
Ilvia Zanette, Resident, HRM



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Pat Hupka, Tenant  
Sister Leila Greco Apartments

## MISSION, VISION & CORE VALUES

### MISSION

St. Joseph's Care Group is a Catholic organization that identifies and responds to the unmet needs of the people of Northwestern Ontario, as a way of continuing the healing mission of Jesus in the tradition of the Sisters of St. Joseph of Sault Ste. Marie.

### VISION

A leader in client-centred care.

### CORE VALUES

- CARE** St. Joseph's Care Group will provide quality care for our clients — body, mind and spirit — in a trusting environment that embraces diversity.
- COMPASSION** St. Joseph's Care Group will demonstrate dignity and respect for those in need, accepting people as they are, to foster healing and wholeness.
- COMMITMENT** St. Joseph's Care Group is committed to our community, the people we serve, the people we employ, and our faith-based mission through a continued pursuit of excellence.

## CARE, COMPASSION & 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.

With 8 sites in Thunder Bay, our regional program areas include: Complex Care and Physical Rehabilitation, Long-Term Care and Mental Health and Addiction services.

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.

## FAST FACTS ABOUT SJCG

**98%**

of clients felt treated with **COURTESY** and **RESPECT** by staff

**1,700**

**PEOPLE EMPLOYED** by St. Joseph's Care Group

**1884**

**SISTERS OF ST. JOSEPH** of Sault Ste. Marie converted their convent to a hospital for the sick and injured

**GOLD  
AWARD**

**GOLD** Quality Healthcare Workplace Award from the Ontario Hospital Association and Ministry of Health and Long-Term Care

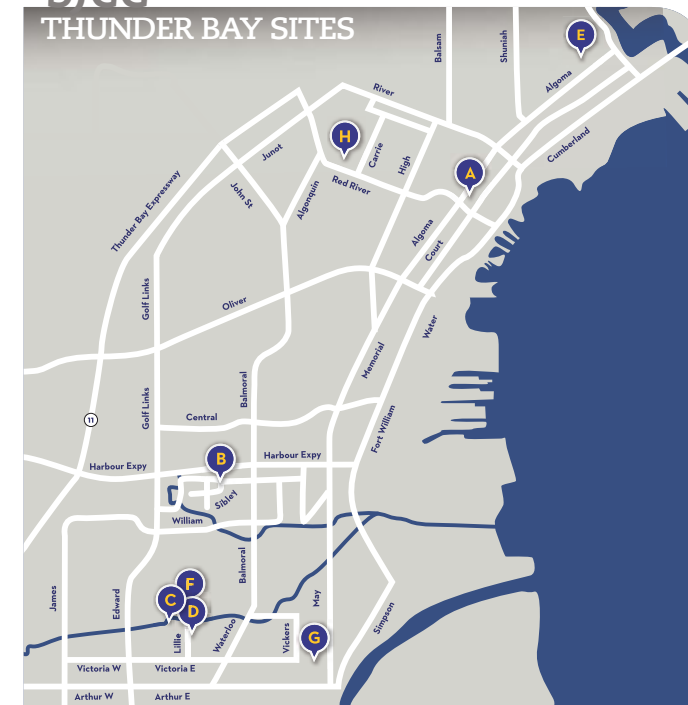
**\$150**

**MILLION DOLLARS INVESTED** in capital development at SJCG

**458,000**

the number of **SQUARE KILOMETRES** in the SJCG service area

## SJCG THUNDER BAY SITES



- A St. Joseph's Hospital** (Corporate Office)  
COMPLEX CARE  
PHYSICAL REHABILITATION
- B Balmoral Centre**  
WITHDRAWAL MANAGEMENT SERVICES
- C Behavioural Sciences Centre**  
EMPLOYER SUPPORT & ASSESSMENT SERVICES
- D Hogarth Riverview Manor**  
LONG-TERM CARE  
SISTER LEILA GRECO APARTMENTS
- E Lakehead Psychiatric Hospital**  
INPATIENT MENTAL HEALTH PROGRAMS
- F Sister Margaret Smith Centre**  
MENTAL HEALTH, ADDICTION & PROBLEM GAMBLING PROGRAMS
- G St. Joseph's Health Centre**  
OUTPATIENT MENTAL HEALTH & ADDICTIONS PROGRAMS
- H St. Joseph's Heritage**  
THE MANOR HOUSE ADULT DAY PROGRAM  
BETHAMMI NURSING HOME  
DIABETES HEALTH THUNDER BAY  
P.R. COOK APARTMENTS  
ST. JOSEPH'S FOUNDATION OF THUNDER BAY



Tracy Buckler, President & CEO  
Ray Halverson, Chair, Board of Directors

“At SJCG, we will maintain a never-wavering focus on the clients we are here to serve and will continue to work to meet their needs.”

## BOARD CHAIR AND PRESIDENT & CEO MESSAGE

As we reflect on the achievements of this past year, completion of Phase 1 of the Centre of Excellence in Integrated Seniors' Care (CEISS) – the 132-unit Sister Leila Greco Apartments (SLGA) – immediately springs to mind. Feedback regarding the physical environment has been extremely positive, as is the feedback we receive about the care provided through the Support Services Program. We recognize and appreciate the hard work and commitment of our staff in seeing this project through to fruition and in transferring the “St. Joseph’s culture of care and compassion” to the SLGA.

We are delighted to announce that construction of Phase 2 of the CEISS – the addition of 416 long-term beds to Hogarth Riverview Manor – has begun, albeit with some modifications. We will continue to seek appropriate funding for the additional 32 beds required for our home to remain financially sustainable for the future.

At St. Joseph’s Care Group (SJCG) we have the honour and the privilege of continuing the work begun by the Sisters of St. Joseph of Sault Ste. Marie almost 130 years ago – serving the most vulnerable among us and meeting the unmet needs of our community. Certainly, the extension of programming at Balmoral Centre meets those criteria in every way. We are grateful to the North West Local Health Integration Network for funding a two-year pilot project that allows us to provide the medical support necessary to utilize all our 22 beds for crisis withdrawal management as well as stabilization. We are confident that the results of this project will demonstrate its effectiveness to the community and region.

Demolition and site preparation for the East Wing addition to St. Joseph’s Hospital is complete. This new wing will house the long anticipated Specialized Mental Health Rehabilitation Program – again to serve the most vulnerable among us. We continue to work with our partners at the Ministry of Health and Long-Term Care to begin construction of this project.

The renovations to St. Joseph’s Hospital Hospice Palliative Care Program are well underway and we expect they will be complete this fall. Once again, we acknowledge the tremendous support of the community and St. Joseph’s Foundation of Thunder Bay in the remarkably successful campaign to raise funds for this important and necessary project.

The Board and Leadership Team of SJCG are focused on the provision of Client-Centred Care and quality service throughout our many programs. We take a great deal of pride in being awarded Accreditation with Commendation, an independent validation of the quality of care provided, by Accreditation Canada. For that, we must thank our valued staff, physicians, volunteers and the Auxiliary – all demonstrate their understanding of and commitment to our Mission, Vision and Core Values in caring for our clients, residents and tenants.

The coming year will bring new challenges as the provincial government rolls out a new health system funding formula. Our positive relationship with Thunder Bay Regional Health Sciences Centre and many other Northwestern Ontario partners both in and outside of healthcare will be critical as we all work to determine impacts for the future. At SJCG, we will maintain a never-wavering focus on the clients we are here to serve and will continue to work to meet their needs. That focus has served us well from the time the Sisters arrived at Prince Arthur’s Landing in 1884. It is a source of pride for all of us to carry on that legacy now and well into the future.

Our progress this year has been most capably guided by our dedicated Board of Directors and Leadership Team. Their commitment and devotion to the work of SJCG is sincerely appreciated. On their behalf, we thank the Catholic Health Corporation of Ontario for their constant support.

We also welcome our incoming Board Chair, Gary Johnson. We are confident that his leadership will help guide us through the challenges of the coming years.

**Ray Halverson**  
Chair, Board of Directors

**Tracy Buckler**  
President & Chief Executive Officer



## CATHOLIC HEALTH CORPORATION OF ONTARIO (CHCO) MESSAGE

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. We proudly acknowledge your continued faithfulness to the legacy of our Catholic healthcare ministry.

The Catholic Health Corporation of Ontario recognizes and appreciates each of our organizations for their many impressive accomplishments over this past year. Their commitment and diligence confirms that there is a collective spirit and attention to the foundational building blocks of Mission, Vision and Values.

I would like to thank each of you personally for your cooperation, collaboration and for your thoughtful leadership and support. Together, we continue to be mindful that we have been entrusted as the guardians and the architects for the sustainability of our Catholic Ministry.

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

Warmest Regards and Blessings,

“Now there are  
varieties of gifts, but  
the same Spirit”

1 Corinthians, 12:4



**Lil Bergamo**

Chair, Board of Directors  
Catholic Health Corporation of Ontario

## AUXILIARY TO SJCG REPORT



The Auxiliary is in its 118th year of service to St. Joseph's Hospital and now St. Joseph's Care Group. There are 181 members with about 80 active members. We are a fundraising group for the Care Group and last year we raised \$60,400 for St. Joseph's Foundation of Thunder Bay.

Part of this donation (\$15,000) was designated to purchase the art work for the new Sister Leila Greco Apartments. This collection is the work of local artists and depicts many local scenes of particular interest to the tenants. We also purchased tilt wheelchairs and portering chairs for St. Joseph's Hospital. We gave two bursaries of \$500 each to nursing students – one at Confederation College and one at Lakehead University.

There were one or more fundraising activities in every month but July last year. We held spaghetti suppers, a Valentine Card Party, various draws, a Christmas Bazaar, bake sales, monthly BINGOs, Dime Auctions, etc. We operate two Gift Shops – one in St. Joseph's Hospital and one at Hogarth Riverview Manor and sell Nevada break-open tickets at St. Joseph's Hospital. We held three luncheons for our members, one with a fashion show and two with speakers. We are grateful to and proud of our committee of one who hand makes cards for the client trays for St. Joseph's Hospital and Hogarth Riverview Manor for all major holidays – about 10 times a year and 325 cards each time.

In November 2012, Cathie Vass, Mary-Alice Isaac and Lorraine Bevilaqua were our delegates at the Hospital Auxiliaries Association of Ontario (HAAO) conference in Toronto. In April, the Superior North Region of the HAAO conference was held in Thunder Bay, with seven of our members in attendance. Two of our members received the highest honour from the HAAO this year. The Provincial Life Membership was awarded to Sylvia Kayzer and Susan Tennier.

The Executive Board and members of the Auxiliary to SJCG extend our thanks to the Board of Directors and to President and CEO Tracy Buckler for their continued support of our activities and projects.

Each year brings new challenges. Everything in healthcare is exciting and we look forward to a busy year.

Respectfully submitted,



**Susan Tennier**

President,  
Auxiliary to SJCG Representative



Geoffrey Davis, MD  
Chief of Staff

## REPORT OF OUR CHIEF OF STAFF

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.

2013 has also seen Dr. Dan Purcell relocating to Southern Ontario. His assistance at St. Joseph's Care Group has been invaluable and we wish him all the best in his new endeavours. I would also like to acknowledge Dr. Jonathon Koo for his dedication to the Care Group.

With the many construction projects at St. Joseph's Care Group, we are reorganizing the delivery of several of the Professional Staff teams in long term care, mental health and complex care. Our aging population and the increase in complexity of the delivery of health care challenges us to provide service in a timely fashion.

The health care professionals working at St. Joseph's Care Group are grateful for the support that they receive from Administration and the Board, and for the vision and guidance they continue to provide.

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.

The Medical Advisory Committee wishes to acknowledge and thank Arlene Currie for her support to the Committee and to the Medical Staff Office.

Geoffrey Davis, MD  
Chief of Staff

## 2012-2015 STRATEGIC PLAN

Client-Centred Care is our primary, over-riding commitment and is woven throughout the other three identified priorities: Mental Health & Addictions, Chronic Disease & Seniors' Care. We are pleased to highlight our progress on these four strategic priorities over the next few pages.

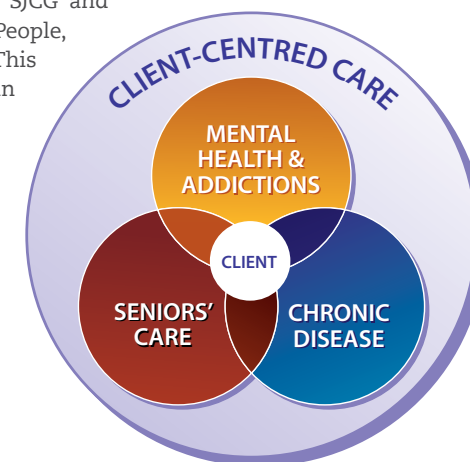
It is important to recognize that these priorities are supported and reinforced by our Corporate Principles and Strategic Enablers.

Our Corporate Principles represent how SJCG works every day: Quality and Safety, Collaboration, Innovation and Accountability. Significant achievements and projects from this past year:

- GOLD Quality Healthcare Workplace Award from the Ontario Hospital Association and Ministry of Health and Long-Term Care
- Quality Palliative Care in Long-Term Care Research Project (completion of 5-year research project)
- NorthBEAT: Health Service Needs of Youth with Psychosis in Northern Ontario Research Project

Our Strategic Enablers are core to the operations of SJCG and critical to supporting the organization's success: Our People, Infrastructure and Communication & Engagement. This past year, we have made significant improvements in staff recognition and internal communication initiatives.

SJCG's Strategic Plan 2012-15 will continue to guide us as we meet the challenges facing the provision of quality healthcare over the coming years.



St. Joseph's Care Group's Mission, Vision and Core Values are at the heart of our Strategic Plan 2012-2015.



L to R: Judy Mostow, Margaret Rusnak,  
Jessica Cordes, Dean Storry  
Members of "SJCG Client-Centred  
Care Working Group"

# MEETING CLIENT NEEDS

"I think client-centred care has been happening at SJCG for a long time, but it's nice to see this focus. It's really important that clients are asked what their needs are and what matters to them."

**Dean Storry**  
SJCG Client-Centred Care Working Group

Client-centred care is our commitment to consciously adopt the client perspective in order to improve the client experience.

St. Joseph's Care Group (SJCG) will support the implementation of a model of care for the management of chronic disease

Over the course of the year, our engagement with client focus groups, physicians, staff and community partners has helped us develop a Model of Client-Centred Care for St. Joseph's Care Group – a model which ensures client and family perspectives are integrated into our care and quality improvement initiatives.

We commit to values of respect, partnership, shared decision-making, well-coordinated transitions, and efficiency. The framework of client-centred care outlined in this newly-developed model will help us incorporate client perspectives as care plans are developed. We are confident that this framework and the values it embodies will be of significant assistance as we work with our clients to achieve their maximum wellness.

Not only do we recognize each client as unique, we must also recognize the unique circumstances of each client. Serving the vast area of Northwestern Ontario presents many challenges – distance, of course, but also clients' financial, time and family constraints all contribute to these challenges. SJCG was very grateful to receive funding which supported the hiring of registered nurses with specialized certifications that greatly augmented our telemedicine service in their areas of expertise. This increased level and depth of service to the region is indeed welcome.



Heather Pilcher and Robin Cano  
Telemedicine Nurses



Gisela Meyer, Tenant, SLGA

It is gratifying to report that our efforts have been acknowledged by Accreditation Canada in their 2013 survey of our eight sites with an award of "Accreditation with Commendation". Based on national standards of best practice, the surveyors reported that the Care Group met 97.5% of 1325 standards reviewed.

Accreditation Canada has provided an opportunity to further elevate this status to the highest award – "Exemplary". In the spirit of ongoing quality improvement, SJCG has submitted additional clarifying information to Accreditation Canada and we anxiously await their decision.





Evelyn Tuomi, Team Leader,  
Balmoral Centre  
Mary Ann Unger, Manager,  
Crisis and Outreach Programs

## ACHIEVING MAXIMUM WELLNESS

“We worked closely with our partners to address the growing need for services and supports for individuals and families living with substance use issues. This initiative will help meet the increasingly complex needs of people living with addiction in our community.”

Nancy Black  
Director of Concurrent Disorder Service



Balmoral Centre, Withdrawal Management Services

“Life does not get better by chance, it gets better by change”

Effectively matching our clients’ needs with the appropriate services often presents challenges and obstacles. In the past year, St. Joseph’s Care Group (SJCG) has collaborated with many local and regional partners to help overcome the challenge of improving access to withdrawal management services in Thunder Bay.

St. Joseph’s Care Group will support people with mental illness and addictions through a commitment to leading practices and improved service access.

With the investment of almost \$ 1 M by the North West Local Health Integration Network , SJCG will begin a the two-year pilot project, converting our Withdrawal Management Program at Balmoral Centre from a Level 2 non-medical to a Level 3 medically-supported facility. Combining this new investment with our existing resources will result in an anticipated 80% increase in capacity at Balmoral, with previously under-utilized stabilization beds now being used for both crisis withdrawal management and/or stabilization, as needs dictate.

Poly-substance use has become the norm, not the exception, in the population requiring these services, and subsequent withdrawal issues are more complex. With 24/7 nursing staff on-site, appropriate medications can be administered and monitored to help withdrawal transition in a more humane manner – a significant enhancement in our pursuit of excellence in client-centred care.

The project includes a significant expansion of telemedicine outreach to regional clients who, for financial, physical, or other reasons, are unable to travel to Thunder Bay for withdrawal assistance.

Criteria supporting clear, consistent and safe pathways of care are being developed to ensure we are matching the clients’ needs with appropriate services. It is expected that by the second year of the project, an estimated 20 percent reduction in addiction-related visits to the hospital emergency department will occur, providing much needed relief to emergency services personnel and police.

Results will be closely monitored by a multi-sector steering committee, comprised of our partners in this important project. We are grateful to our community and region for their support.





L to R: Chloe and Megan Netemegestic, Clients  
Christie McGillicky-Sousa, Diabetes Educator

# SELF-MANAGEMENT IS THE GOAL

“Self-management is about prevention too. Eating well, exercising, managing stress — these all contribute to good health, and help prevent further decline.”

**Meaghan Sharp**  
Vice President, Complex Care and Rehabilitation Services

St. Joseph's  
Care Group  
is implementing  
a model of care  
for the management  
of chronic diseases.

This strategic priority aligns closely with North West Local Health Initiatives Network planning and with that of the Ministry of Health and Long-Term Care. The goal of St. Joseph's Care Group (SJCG) in the management of chronic disease is to provide those affected with the tools they need to manage their own health issues as much as possible. This empowerment retains independence, leading to better health and a more satisfying quality of life.

In pursuit of our goal, and in collaboration with local health agencies, we have adopted the Stanford Chronic Disease Self-Management Program. The Stanford model is well regarded as a best practice in health care and is proven to be effective in building confidence and empowering those with chronic conditions.

Developing self-reliance for our clients with chronic disease is a care culture change, not only for the clients and their families but also for our health care providers. Staff training is underway across the Care Group, with approximately 150 healthcare professionals trained in self-management principles and techniques.



Jackie McDonald, PSW, Bethammi Nursing Home and Ilvia Zanette, Resident, HRM

Self-management is another step in health teaching and coaching. At SJCG, we will be guiding our clients by providing the tools they need to take control of their own health and well-being. As part of our focus on client-centred care and self-management, we are committing to post-discharge follow-up within 48 hours. This follow-up is necessary to check that clients are managing satisfactorily at home and that they will be in touch with their primary care providers within a 7-day post-discharge time frame.

The concept of self-management can be taken further. Psychosocial rehabilitation in mental health at SJCG is a care delivery model of partnership with our clients, their families and friends, supporting the journey to overall health and well-being, and facilitating the recovery process. The model of psychosocial rehabilitation is a positive step toward self-management. As a part of our client-centred care framework, clients are active participants in determining their own care, and their own path to recovery.





Rose Ann Korkola, with  
Irene Weafer, Sister Leila Greco  
Apartment Tenant

# ENABLING INDEPENDENCE

“Every day I look forward to seeing improvements in my clients’ independence. It is extremely rewarding to know our team is helping people recover to their maximum possible level of functioning. My team’s commitment inspires me.”

**Dr. Anton Kolobov**  
Geriatrician at SJCG

Nowhere was our commitment to Client-Centred Care for seniors more evident this past year than in the completion of Phase 1 of the Centre of Excellence in Integrated Seniors’ Services (CEISS). The Sister Leila Greco Apartments, with 132-units for supportive seniors’ housing, opened the door to its first tenant on January 2, 2013, and reached full occupancy by the end of March.

St. Joseph's Care  
Group (SJCG)  
strives for  
excellence in  
Seniors' Care

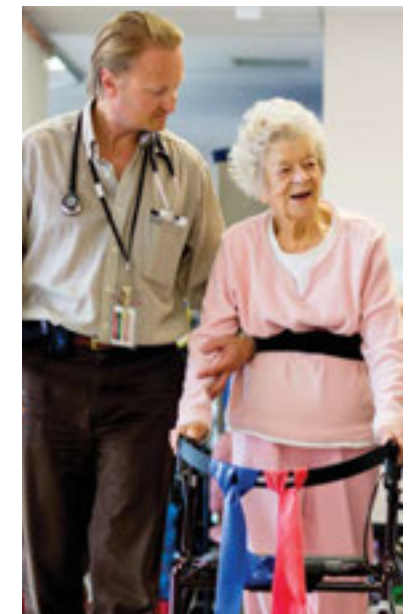
The new building was named to honour Sister Leila Greco, whose vision more than 30 years ago was to provide seniors with the level of support or care they needed to stay independent in their own homes for as long as possible – a concept many years ahead of its time. Her tenacity led to the development of St. Joseph’s Heritage, and SJCG is very proud to continue and expand her vision in this fully accessible supportive housing building. We look forward to providing the level of support our tenants require to live safely, independently, and in comfort in these beautiful surroundings.

We continue to promote healthy and active aging in our seniors’ programs. In its second year, our Geriatric Assessment and Rehabilitative Care Unit is successfully bringing clients to their maximum attainable level of function. This four to six week inpatient program uses an interprofessional team approach, with intensive therapy geared specifically to seniors. Measurement of functional levels on admission and again at discharge is demonstrating dramatic outcomes and improvements. Helping seniors regain and even exceed prior levels of functional ability is an important step in encouraging active aging and independence.

SJCG is very pleased to have three geriatricians and two geriatric psychiatrists affiliated with the Care Group and its seniors’ programs. The inpatient and outpatient services they provide to our clients are undisputedly client-centred, supporting our goal of excellence in seniors’ care.



Lina Moore, PSW, with Sonja Berezowski, HRM Resident



Dr. Anton Kolobov, Geriatrician with  
Margaret Shuttleworth, Client





# MOVING FORWARD

L to R: Bill Mauro, MPP Thunder Bay-Atikokan, Brian Kytlor, Senior Director, North West LHIN, Tracy Buckler, President & CEO, SJCG, Michael Gravelle, MPP Thunder Bay-Superior North, Ray Halverson, Chair, SJCG Board of Directors

Significant progress  
has been made as  
we continue to  
work on our  
capital projects.

## SISTER LEILA GRECO APARTMENTS

The first phase of the Centre of Excellence in Integrated Seniors' Services (CEISS) was completed 'on time and on budget'. The 132-unit supportive housing building was fully occupied by the end of March 2013. We are delighted to name our newest building in honour of Sister Leila Greco, who was a true visionary in her work at St. Joseph's Heritage.

## EAST WING, ST. JOSEPH'S HOSPITAL

Demolition of the former Sister Margaret Smith Centre has been completed. This 'green initiative' took place in partnership with Habitat for Humanity, and we were delighted to have been able to contribute to Habitat's worthwhile community effort. Site preparation and servicing for the new addition, which will be the home of our Specialized Mental Health Rehabilitation Program is also complete. We continue to work with the Ministry of Health & Long-Term Care to obtain the necessary approvals to begin construction.

## HOGARTH RIVERVIEW MANOR ADDITION

We are pleased to report that ground breaking for the second phase of the CEISS project occurred on May 30, 2013 and construction is now underway. With a budget of \$83.5M, this important project is expected to be complete in approximately two years, with 416 long-term beds that will replace outdated facilities that no longer meet provincial standards. The building has been designed in 32-bed home areas, each with an activity lounge to encourage and support socialization – key to a satisfying life experience for residents.

It is indeed gratifying to be part of the CEISS vision and to see the progress that is being made to improve the physical environment for our seniors. At SJCG, our focus remains on providing excellence in care to our clients. These improvements support our commitment in a healthy and healing environment.



Architectural Drawing of Hogarth Riverview Manor Addition, provided by FORM Architecture Engineering and Montgomery Sisam Architects Inc.





L to R: **Scott Anttonen**, Project Manager, Turner & Townsend CM2R Inc.,  
**Paulina Chow**, Vice-President, Long-Term Care Services, SJCG,  
**Heidi West**, Manager, Long-Term Care Community Support Services, SJCG



**Janet Sillman**, VP Mental Health & Addictions with **Brook Latimer**, Director, Communications & Engagement

## OUR LEADERS

### LEADERSHIP TEAM

<b>Tracy Buckler</b>	<b>President and Chief Executive Officer</b>	<b>Janet Sillman</b>	<b>Vice President</b> , Mental Health and Addiction Services
<b>Barry Potter</b>	<b>Vice President</b> , Finance and Corporate Services	<b>Paulina Chow</b>	<b>Vice President</b> , Long-Term Care Services
<b>Geoff Clarke</b>	<b>Vice President</b> , Human Resources	<b>Brook Latimer</b>	<b>Director</b> , Communications and Engagement
<b>Meaghan Sharp</b>	<b>Vice President</b> , Complex Care/ Rehabilitation & Chief Nursing Executive		

### BOARD OF DIRECTORS 2012/13

<b>Ray Halverson</b>	Chair	<b>Brian McKinnon</b>	City Council Representative
<b>Gary Johnson</b>	Vice Chair	<b>Susan Tennier</b>	Hospital Auxiliary Representative
<b>Myrna Letourneau</b>	Past Chair	<b>Sr Dolores Turgeon</b>	Representatives of the Sisters of St. Joseph of Sault Ste. Marie
<b>Linda Pauluik</b>	Treasurer	<b>Sr Alice Greer</b>	
<b>Tracy Buckler</b>	President & CEO - Secretary	<b>Lil Bergamo</b>	Representative of the CHCO
<b>Dr. Geoff Davis</b>	Chief of Staff	<b>Bishop Fred Colli</b>	Bishop
<b>Meaghan Sharp</b>	Chief Nursing Executive	<b>Jocelyn Huculak</b>	Representative of St. Joseph's Foundation of Thunder Bay
<b>Suzanne Allain</b>	President of Medical Staff		

### MEMBERS

Maureen Brophy	Terry-Lynn Miettinen
Brian Collins	Doris Rossi
Grace Martineau	Barb Spadoni

### HONOURARY MEMBERS

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

## Care Compassion Commitment

### LIVING OUR VALUES

"Knowing that any member of my family will receive excellent quality of care and compassion from all the disciplines that encompass SJCG is rewarding as a volunteer. A moment to remember is going into Hogarth Riverview Manor for the first time and seeing the bright rooms, the smiling staff and knowing this was a place that could be called "home" for a family member no longer able to live on their own."

**Margaret Rusnak**,  
Family Member & Volunteer

"It is an honor to be an active participant in the excellent care and compassion provided at St. Joseph's Care Group. All our residents deserve the best treatment and care we can provide whether they are starting out in their health care journey or nearing end of life. We are here for you."

**Lina Moore**,  
PSW in Palliative Care

"Every day I look forward to seeing improvements in my clients' independence. It is extremely rewarding to know our team is helping people recover to their maximum possible level of functioning which is critical to their ability to remain, with or without supports, in their own home. My team's commitment inspires me."

**Dr. Anton Kolobov**,  
Geriatrician at SJCG with  
**Margaret Shuttleworth**,  
Client



# THROUGH THE YEARS

## VISUAL TIMELINE

**1881** Five Sisters of St. Joseph arrive at Prince Arthur's Landing to teach and to provide spiritual support in the parish.

This role quickly expanded to caring for those that were disease ridden (typhoid), ill or injured, common occurrences in the frontier town.

**1884** Prince Arthur's Landing is formally recognized as a town, and renamed Port Arthur

**1884** Newly constructed classrooms in the Sisters' convent were converted to 'hospital' rooms to care for the sick and injured – the foundation of what is now St. Joseph's Care Group (SJCG), with Sister Monica in charge.



**1885** St. Joseph's General Hospital (SJGH), a new two-storey hospital on land adjacent to the convent opens. It is the only hospital in the District of Thunder Bay from 1885 to 1900.

**1895** A Ladies Aid organization is formed. It has evolved to become the Auxiliary to SJCG, one of the oldest hospital auxiliaries in Ontario.

**1900** Demand for service increases and a 3-storey wing is added to SJGH.

**1904** A third wing is added to the front of SJGH.

**1904** Sister Monica establishes the St. Joseph's Hospital School of Nursing.



**1907** The first six students graduate from St. Joseph's Hospital School of Nursing.



**1918** Construction of a 5-storey wing with state-of-the-art surgical facilities is completed.

**1924** X-ray, pediatric and physiotherapy departments are added.



**1931** Reverend Mother Monica dies, having dedicated 50 years of leadership to SJGH.



**1934** SJGH celebrates its Golden Jubilee. The Auxiliary donates an outdoor memorial statue of St. Joseph and a multiple wave generator for the massage department.

**1937** A Physiotherapy Ward is established. Rehabilitation is already one of the primary focuses of care for SJGH.

### 1881

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

**1939 - 1945** SJGH grows from 234 beds to 500 beds.

**1950** Sister Margaret Smith begins her tenure as the first Director of the School of Nursing.

**1955** Nurses' residence is replaced with a 5-storey building for 108 students.



**1958 - 1960** Demolition of the original hospital begins and the new structure includes an Emergency Ward, administration offices and a cafeteria.

**1959** Sister Margaret Smith is appointed Administrator of SJGH.

**1967** Total replacement of all buildings not included in 1958 to 1960 renovation is completed as the Sisters of St. Joseph's Centennial project.

**1967-1968** The Special Medical Unit – the first addiction treatment program of its kind in Canada – was founded by Sister Margaret Smith and received government funding.



**1968-1978** Sister Leila Greco's tenure as Administrator of SJGH.

**1972** The Special Medical Unit is renamed the Smith Alcohol and Drug Abuse Program and moved to the former Nurses' Residence.

**1972** Ambulatory Care program established.

**1974** Lewkin Detoxification Centre is established.

**1976** Audiology Department is added.

**1979** St. Joseph's Heritage opens, Sister Leila Greco's dream of a 'Place for All Seasons'.



**1982** The Palliative Care program is introduced.

**1983** Incorporation of St. Joseph's Foundation of Thunder Bay.

**1984** St. Joseph's General Hospital celebrates its Centennial.



**1990** Carl White appointed Executive Director, the first lay person to hold this leadership position.

**1991** Reactivation Unit opens.

**1994** Thunder Bay District Health Council recommends a two hospital corporation model for Thunder Bay. SJGH would assume chronic care and rehabilitation service responsibility.

### 1939~1945

World War II



**1997** St. Joseph's Hospital and St. Joseph's Heritage were integrated and a new corporation, St. Joseph's Care Group (SJCG), was formed.

**1997** The Smith Alcohol and Drug Abuse Program is renamed the Sister Margaret Smith Centre.

**1999** St. Joseph's Hospital completes a \$20.7 Million renovation to align with its new role in complex care and physical rehabilitation

**2003** SJCG assumes governance and management of mental health services (at Lakehead Psychiatric Hospital) in Thunder Bay.



**2004** Hogarth Riverview Manor opens.

**2005** Tracy Buckler appointed as new President and CEO.



**2008** Sister Margaret Smith receives Order of Canada for her ground breaking work in treatment of addictions.

### 1970

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



**2009** New Sister Margaret Smith Centre opens.

**2010** Ground preparation for new Sister Leila Greco apartments begins.



**2012** Site preparation for St. Joseph's Hospital's new East Wing begins.



**2013** New Sister Leila Greco Apartments open



**2013** Ground breaking for 416-bed addition to Hogarth Riverview Manor (Phase 2 CEISS)

### 1996

Health Services Restructuring Commission was established

# FINANCIAL STATEMENTS

## Statement of Operations

in thousands of dollars

Revenue	2013	2012
North West Local Health Integration Network	\$109,981	\$108,172
Accommodation Co-Payment	\$4,879	\$4,797
Program Fees and Rentals	\$2,519	\$2,124
Amortization of Deferred Contributions Related to Capital Assets	\$1,926	\$1,643
Other Recoveries	\$17,086	\$17,845
<b>TOTAL</b>	<b>\$136,391</b>	<b>\$134,581</b>

Expenses	2013	2012
Amortization of Equipment, Buildings and Leaseholds	\$4,375	\$4,145
Drugs	\$952	\$1,271
Interest on Long-Term Debt	\$649	\$669
Medical and Surgical Supplies	\$1,089	\$1,268
Medical Staff Remuneration	\$8,984	\$8,031
Salaries and Benefits	\$94,811	\$93,383
Supplies and Other	\$24,776	\$23,550
<b>TOTAL</b>	<b>\$135,636</b>	<b>\$132,317</b>
<b>Excess of Revenue over Expenses</b>	<b>\$755</b>	<b>\$2,264</b>

### Revenue

81%	North West Local Health Integration Network
13%	Other Recoveries
1%	Amortization of Deferred Contributions Related to Capital Assets
2%	Program Fees and Rentals
3%	Accommodation Co-Payment



### Expenses

70%	Salaries and Benefits
18%	Supplies and Other
3%	Amortization of Equipment, Buildings and Leaseholds
1%	Drugs
1%	Interest on Long-Term Debt
1%	Medical and Surgical Supplies
6%	Medical Staff Remuneration







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