



# COMMUNITY Report

2011/2012



## 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.

## In this Issue

- 2 Message from Board Chair and President & CEO
- 2 CEISS: Update on a Continuum of Care
- 3 Improving Seniors' Care in the North West
- 4 COPD: Thinking About Breathing
- 4 Maximizing Strengths: Expanding Rehabilitation
- 5 Ontario Hospital Association HealthAchieve Awards 2011
- 6 LEED Gold Certification for Sister Margaret Smith Centre
- 6 GAPPS - Getting Appropriate Personal & Professional Supports
- 7 Focusing on Quality Care
- 7 Principles of Conduct
- 8 About St. Joseph's Care Group

## Strategic Plan 2012 – 2015: It's all about Client-Centred Care

After extensive review, consultation and consideration, St. Joseph's Care Group (SJCG) has launched their new Strategic Plan 2012 – 2015. The Executive Committee, Board of Directors and Leadership Team obtained significant input from key stakeholders, physicians, staff and volunteers, all of which was invaluable in helping to develop the Care Group's focus and direction for the next four years.



L-R: Melissa Randle, RN, Community Support Program with client, Michael Holland.

Mission, Vision and Core Values are the foundational elements of any plan undertaken by SJCG. "Our organization is influenced, inspired and motivated by the Mission of the Sisters of St. Joseph of Sault Ste. Marie," says Tracy Buckler, President & CEO. "We continually change and evolve to meet the unmet needs of Northwestern Ontario," says Tracy.

Areas of particular community concern were a springboard for the working committee – issues surrounding mental health and addictions, the aging population and seniors' care, as well as the ever-increasing need for management of chronic diseases. "One of the Board's primary responsibilities is to represent the community," says Ray Halverson, Chair, Board of Directors, SJCG. With that in mind, the task of developing the strategic priorities proceeded.

Building on the previous plan, the focus quickly narrowed to Client-Centred Care and specific groups of clients. No matter what other area or topic arose, responding to the clients and their needs took precedence, to the extent that the questions facing the working committee became 'what is client-centred care and how can we be sure we are fulfilling client needs'? They began by acknowledging that it will mean different things to different people, and clearly it meant individualizing care for each client in every program area.

The extensive deliberations resulted in four Strategic Priorities consisting of an overarching priority in Client-Centred Care; a

priority woven through each of the other three: Mental Health & Addictions, Seniors' Care, and Chronic Disease.

How will success be determined? Specific achievement indicators are part of the plan and will be tracked and measured in relation to stated outcomes. Each of the four priorities has a set of outcome measurements and indicators, which will be reported regularly.

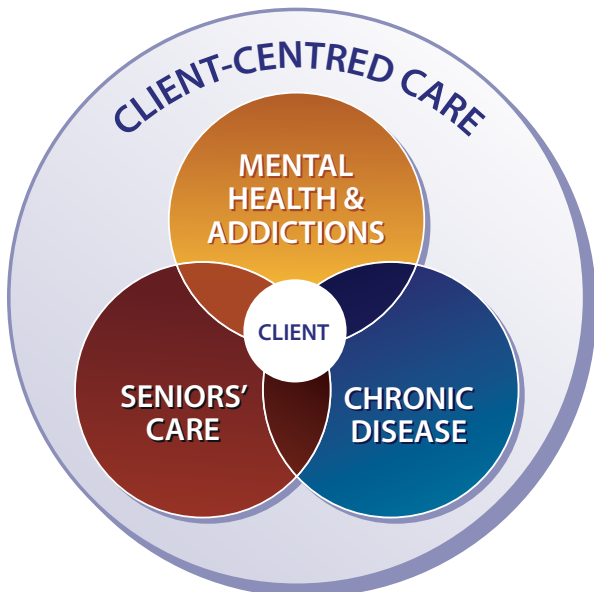
The process of establishing the new Strategic Plan led to other valuable insights. Ray explains, "As an example, when reviewing the previous plan, we realized that Collaboration was no longer a strategic direction. It had in fact become part of the way we operate – a corporate principle."

Tracy agrees. "It also led us to our Strategic Enablers - elements that enable us to be successful. First among these enablers is 'Our People'. Our clients are our reason for being; however our clients would not be served without the dedicated commitment of our staff, physicians and volunteers."

Other important Strategic Enablers evolved around communicating effectively with our clients, the public, stakeholders, and staff, and appropriate infrastructure, which includes buildings (or suitable environment), financial stability, information systems and information technology – all of these are vital to the successful achievement of our strategic priorities, and ultimately for the good of the clients we serve.

Corporate Principles guide how the Care Group operates; Strategic Enablers make success possible. These are the tools behind every action and decision at SJCG, and these are the tools that will lead to achieving the outcomes to which we have committed with this Strategic Plan.

## St. Joseph's Care Group Strategic Priorities 2012-2015



## Message from Board Chair and President & CEO



**Ray Halverson**  
*Chair, Board of Directors  
St. Joseph's Care Group*



**Tracy Buckler**  
*President & Chief Executive Officer  
St. Joseph's Care Group*

The past year has held many highlights for St. Joseph's Care Group (SJCG) – all of which contribute to our continued focus on client-centred care. We are excited about the nearing completion of Phase 1 of the exciting Centre of Excellence in Integrated Seniors' Care (CEISS) project, with the Sister Leila Greco Apartments scheduled for occupancy in January 2013.

The demolition of the former Sister Margaret Smith Centre has begun. This is the beginning visual point of progress for the new East Wing addition to St. Joseph's Hospital, which will house the much-needed Specialized Mental Health Rehabilitation Program. We acknowledge and apologize for parking inconveniences due to the construction, and are grateful for the ongoing support and patience of the community.

Diabetes Health Thunder Bay successfully relocated to their new site last September. They have been warmly welcomed at St. Joseph's Heritage, and feedback from the clients, community, and staff has been extremely positive.

SJCG was the proud recipient of several awards from the Ontario Hospital Association during the year, and, as well, received Gold Certification under the Leadership in Energy and Environmental Design (LEED) for environmental sustainability in construction of the new Sister Margaret Smith Centre.

These building projects and awards, exciting as they may be, only emphasize the need for SJCG to continually focus on its primary goal, excellence in care for our clients, and to help us stay focused we had to ensure that a relevant and timely

Strategic Plan was in place. Developing our Strategic Priorities for the next four years was an important task, one which also aligns well with the priorities of the North West Local Health Integration Network.

The time for collaboration and partnering has never been as critical to ensure a seamless continuum of client care for the people we collectively serve. We appreciate our continuing strong relationship with Thunder Bay Regional Health Sciences Centre and our other Northwestern Ontario partners, both in and outside of healthcare. These positive relationships are essential to provide the best care for our clients.

We thank the community for their overwhelming support of the Campaign for St. Joseph's Hospice Palliative Care renovation project. The remarkable success of this Campaign, which has surpassed its \$500,000 goal by 60%, is due to the extraordinary fundraising efforts of St. Joseph's Foundation of Thunder Bay Board of Directors and fundraising team. We thank them all for supporting an improved environment for clients and their families in our Hospice and Palliative Care units.

On behalf of the Board of Directors and the Leadership Team, our heartfelt thanks go out to the Catholic Health Corporation of Ontario for their unfailing support and to our staff, physicians, volunteers and Auxiliary for their commitment to the Mission and Core Values of SJCG. We look forward to working together in the coming year as we continue to fill unmet needs and serve the people of Northwestern Ontario with Care, Compassion and Commitment.

## CEISS: Update on a Continuum of Care

**St. Joseph's Care Group (SJCG) and the Thunder Bay community have looked forward to seeing construction of the Centre of Excellence for Integrated Seniors' Services (CEISS) for a number of years.**

"We want to create a beautiful site – one that encompasses the needs of our clients with a welcoming environment for their families and friends."

*Tracy Buckler  
President & CEO, St. Joseph's Care Group*

The Riverview site of St. Joseph's Care Group's (SJCG) Hogarth Riverview Manor, Behavioural Sciences Centre and Sister Margaret Smith Centre is visibly growing, with Phase 1 of the CEISS, the Sister Leila Greco Apartments, nearing completion. The progress is now visible to all.

The planning and development of CEISS Phase 2 – the addition of Long-Term Care beds to Hogarth Riverview Manor – is well underway. A construction manager has been hired, costs and budgets are being finalized and design elements completed. To be located alongside the Sister Leila Greco Apartments, it will combine four long-term care homes: Bethammi Nursing Home, Grandview Lodge, Dawson Court and Hogarth Riverview Manor into one new home for 544 residents. The building is designed in home-like and comfortable 32-bed resident home areas, each with activity space to encourage participation in social activities. Site preparation is expected to begin this summer.

Tracy Buckler, President & CEO, St. Joseph's Care Group, is quick to point out that CEISS is more than the buildings. "It's important to remember that CEISS is not just a physical centre. It is many services that merge and integrate to create a full spectrum of care for the people that need it the most. The improved physical environment will definitely support and strengthen the excellence in seniors' care that is already being provided."

As an example, while seniors' care spans the continuum of SJCG programs and services, there is a growing need for regional supports for seniors with behavioural issues. As a result of this and as part of the CEISS project, SJCG has been working toward expanding that service for our aging population. Now partnering with Behavioural Supports Ontario, the North West Local Health Integration Network (LHIN) has identified SJCG as the lead organization in creating a regional model of care that will provide behavioural supports, video conferencing and seniors mental health outreach for responsive behaviour issues in long-term care homes.

The complex will also include a physical 'link', a structure that joins Sister Leila Greco Apartments to Hogarth Riverview Manor. This link is envisioned to include amenities for our tenants, residents, visitors and staff, such as a 'corner store', pharmacy services, a coffee shop, and a hairdresser shop. In addition, other professional services needed by this population – optometry, audiology, physiotherapy, etc., may be included. With a view to developing

public/private partnerships to provide these services, SJCG is currently reviewing the different models that have been proposed.

The Auxiliary to SJCG is excited about larger premises for their gift shop, allowing them to expand their services to the tenants, residents, staff and the public, which in turn increases their financial contribution to supporting clients' comfort.

"We want to create a beautiful site – one that encompasses the needs of our clients with a welcoming environment for their families and friends. Riverview's link will be a lovely area for walking and visiting," says Tracy. "This entire development is a tribute to Sister Leila Greco, replicating in a larger way her vision of a 'community within a community' to provide excellence in care for seniors."



*Architectural Drawing of the Centre of Excellence for Integrated Seniors' Services Long-Term Care Home provided by FORM Architecture Engineering & Montgomery Sisam Architects Inc.*

## Improving Seniors' Care in the North West



Sister Leila Greco Apartments nearing completion L-R: Scott Anttonen, Project Manager, Turner & Townsend cm2r Inc., Paulina Chow, Vice-President, Long-Term Care Services, SJCG and Heidi West, Manager, Long-Term Care Community Support Services, SJCG.

"We're very excited that we were able to design the building to suit the clients' needs."

Paulina Chow  
Vice-President, Long-Term Care Services

Construction on the first component of the Centre of Excellence for Integrated Seniors' Services (CEISS) project is progressing well, with completion of St. Joseph's Care Group's (SJCG) not-for-profit supportive housing apartments scheduled for year end.

The supportive housing apartment building was named in honour of Sister Leila Greco, whose tenacity led the development of St. Joseph's Heritage more than 30 years ago. "Sister Leila's vision continues to be relevant and is being brought forward to the CEISS Project," says Paulina Chow, Vice-President, Long-Term Care Services.

The fully accessible apartment building consists of 132 one-bedroom units, designed with safety and comfort features to care for the population being served. All apartments are barrier-free; with full kitchens, built-in ovens and two-burner cook-tops which can be deactivated should client safety be an issue. Walk-in showers and tubs are standard, and laundry facilities are available on each floor.

Tenants will be provided a main meal in the dining room at midday, and are responsible for their own breakfast and supper. Additional assistance will be available should higher support be required. Social activities, outings and necessary supports will all be provided as part of the supportive housing program.

Located in a park-like setting overlooking the Neebing River on Lillie Street, the apartments have many windows and natural light is abundant. Tenants will appreciate a home-like feeling as they look out to the golf course, the Friendship Gardens, and Mount McKay – all beautiful green spaces.

Heidi West, Manager, Long-Term Care Community Support Programs, is thrilled to be seeing the first step of the CEISS Project nearing completion. "There has been so much work completed and now we're actually seeing it come to fruition," she says. "It's wonderful that there's so much more to come."

The North West Community Care Access Centre (North West CCAC) is in the process of establishing wait lists from the

McKellar Place supportive housing tenants, and from the community. Eligibility for these supportive care apartments is based on assessment completed by North West CCAC. The Sister Leila Greco Apartments are expected to reach full occupancy by March 31, 2013.

Allowing seniors to remain in their own homes for as long as possible is the goal, and as Paulina puts it, "We're very excited that we were able to design the building to suit the clients' needs. We look forward to providing the supports required for them to live independently in their own homes for as long as possible."

For more information please contact:  
Community Care Coordinator at North West CCAC,  
at 766-2814 or 1-800-626-5406 for eligibility details.



Sister Leila Greco, First Executive Director, St. Joseph's Heritage 1979-1982

**WE ARE INVESTING**  
**\$150 MILLION** IN CAPITAL DEVELOPMENT

## COPD: Thinking About Breathing

The Pulmonary Rehabilitation Program at St. Joseph's Hospital is a program about living with chronic lung disease. It is a multidisciplinary program for those who are motivated to stay independent and who want to live better and breathe easier.

“People with COPD think about breathing every minute of every day,”

Margaret McDougall  
COPD Ambassador

Ninety per cent of participants have Chronic Obstructive Pulmonary Disease (COPD), with 10% suffering from other lung diseases.

An 8-week outpatient program, the Pulmonary Rehabilitation Program consists of education, a personalized exercise program, strategies to reduce and gain control of shortness of breath, and general coping strategies to help people self-manage their illness. An optional and ongoing exercise maintenance program is then available to those with moderate to severe levels of the disease, helping them retain and improve the gains they have worked so hard to achieve.

Margaret McDougall, a COPD Ambassador, is motivated. First diagnosed seven years ago, Margaret vividly remembers her fear and anxiety as breathing became more and more difficult. She has been part of the Maintenance Program since that time and credits it with improving her quality of life. “People with COPD think about breathing every minute of every day,” she says.

Margaret goes on to explain, “COPD starts at the lungs, but it affects other parts of the body as well. It restricts mobility and that restriction creates other physical and often emotional problems. Pulmonary Rehab and the Maintenance Program keep us moving and enjoying our lives...we’re not just sitting at home because we can’t breathe.”

Known as one of the silent diseases, COPD is often not diagnosed until after the symptoms have progressed to where hospitalization is required. Shelley Prevost, Respiratory Therapist and COPD Educator at St. Joseph's Care Group, is concerned about the lack of public awareness of the disease.



L-R: Margaret McDougall, COPD Ambassador with Dr. Birubi Biman, Respirologist and Director, Pulmonary Rehabilitation & COPD Education Clinic, St. Joseph's Care Group.

“You can’t see there is anything wrong with these people, unless they are moving around and short of breath. The problem is they are short of breath, so they don’t want to move around and the disease stays hidden,” she says.

Both Shelley and Margaret stress the value of the social aspects of the program. “It’s important to stay active in the community, and to be with others who understand that every day is a different breathing day when you have COPD,” says Margaret.

Shelley encourages those displaying symptoms of COPD, such as a chronic cough or increasing shortness of breath, to ask their physicians for a breathing test. More information on the Pulmonary Rehabilitation Program is available by calling 346-2346.

## Maximizing Strengths: Expanding Rehabilitation at St. Joseph's Hospital

The Specialized Mental Health Rehabilitation Program (SMHRP) to be located in the new wing of St. Joseph's Hospital is moving closer to reality, with the demolition of the former Sister Margaret Smith Centre well underway and scheduled to be completed by fall.

"Our emphasis will always be to help people maintain or regain their independence and maximize their strengths."

Tracy Buckler  
President & CEO, St. Joseph's Care Group



Employees of AIM Environmental Group removing the chimney at St. Joseph's Hospital as part of the Specialized Mental Health Rehabilitation Project.

In keeping with St. Joseph's Care Group's (SJCG) commitment to environmental stewardship, the demolition is being completed in an environmentally conscious manner, with Habitat for Humanity involved to recycle and salvage as much of the old building as possible.

The recycling has even taken a somewhat unusual turn, with many graduates of the former St. Joseph's School of Nursing requesting a brick as a memento. “The Nurses Residence was a huge part of their life. They have very fond memories of their days ‘in residence’ and they want to preserve this” says Tracy Buckler, President & CEO, SJCG. “We’re so pleased to be able to do this for the graduates of our former school of nursing.”

With the expansion and introduction of the SMHRP, St. Joseph's Hospital will become a more all-encompassing rehabilitation hospital, with the addition of the mental health rehabilitation service along with the physical rehabilitation service that is now provided there. “Our emphasis will always be to help people maintain or regain their independence and maximize their strengths, whether it is physical wellness or mental wellness,” says Tracy. “It’s all rehabilitation with a strengths-based approach.”

During this phase and until construction is complete, some corporate services, such as Human Resources, Finance, Information Systems & Technology and Administration, have been relocated to Lakehead Psychiatric Hospital. The East Wing is scheduled to open in 2014/2015. “We look forward to moving to the expanded St. Joseph's Hospital site together when the East Wing is complete,” says Tracy.



OVER **400** PEOPLE VOLUNTEER ANNUALLY

## Ontario Hospital Association HealthAchieve Awards 2011

Success acknowledged by peers is always gratifying, and St. Joseph’s Care Group (SJCG) was honoured to be the recipient of three Ontario Hospital Association (OHA) awards in the past year.

### Leading Practices Award in Governance and Integration 2011

*Awarded to showcase new thinking and ideas in the delivery, policy and administration of healthcare.*

“The Award is a wonderful acknowledgement that what we do has positive results for both our clients and our staff.”

*Michelle Addison  
Physiotherapist & Professional Practice  
Leader, Physiotherapy, St. Joseph’s Care Group*

An innovative quality improvement initiative, ‘Collaborative Leadership Initiative’, developed and implemented by Michelle Addison, Physiotherapy Professional Practice Leader, and Linda Belcamino, Manager, Learning & Professional Practice, was a perfect fit in this category. Delivering care that is centred on our clients, having them be part of their own health care team, focusing on multi-disciplinary, interprofessional practice, and collaborating to lead sustainable change – these are concepts fundamental to SJCG.

Piloted in three clinical areas (Mental Health & Addictions, Complex Continuing Care and Rehabilitation), the process emphasized opportunities to improve, building on what we do well and how can we do it better. Healthcare professionals and their managers were positively engaged, working together to focus on solutions.

The initiative was outlined in a presentation entitled “Leading Change Collaboratively for Enhanced Interprofessional Practice”, which was recognized by OHA as demonstrating progressive ideas in the delivery of healthcare.

“We started this to improve client-centred care and to create improved, sustainable team function and process. We’re pleased

that our evaluation shows we achieved all of these,” says Michelle. “The Award is a wonderful acknowledgement that what we do has positive results for both our clients and our staff.”



*Photo Courtesy of OHA HealthAchieve. L-R: Penny Anguish, VP Complex Care and Physical Rehabilitation Services and Chief Nursing Officer, SJCG, Michelle Addison, Physiotherapist & Professional Practice Leader, Physiotherapy, SJCG, (presenter on behalf of OHA HealthAchieve and Longwoods Publishing), Tracy Buckler, President & CEO, SJCG, Doug Demeo, VP Human Resources, SJCG*

### Healthcare Quality Workplace Award 2011

*A partnership of the OHA and the Ministry of Health and Long-Term Care (MOHLTC), HealthForceOntario recognizes organizational efforts to improve healthcare workplaces in ways that contribute to providers’ quality of work life and the quality of the care and services they deliver.*



“Applying for this award gave us an opportunity to showcase the work we are doing throughout SJCG,” says Nicole Tittley, Director, Health, Safety & Risk Services. Receiving the Gold Award is an important validation of the many exciting initiatives.

With Shelley Peirce, Manager, Occupational Safety, as lead in the process, a team was formed to gather information on the different projects underway at SJCG. Patient and employee satisfaction surveys, educational supports, quality and risk initiatives, environmental services, wellness incentives, health and safety management systems, human resources and recruitment – all were examined according to stated criteria, with metrics to prove their success. “When we pulled all of the information together, I felt proud to be part of an organization so committed to providing a healthy workplace in such a holistic manner,” says Shelley.

“What was your greatest success?” was a question asked in the application. Doug Demeo, Vice-President, Human Resources, and Michelle Knudson, Manager, Occupational Health & Wellness, agree the most successful healthy workplace action has been a comprehensive approach around absenteeism and the attendance support program.

Doug is happy to provide evidence of the success of the program. “Statistically, our costs for sick time and overtime were \$650,000 less in 2010 than in 2009. In fiscal year

2010/2011, our overall average was 8.95 days, which places us in the top 20% of hospitals in Ontario. We’re doing very well this year, and I am confident we will see this average drop again. Our managers are doing an excellent job with this program.”

“The success of our Attendance Support Program is directly influenced by the work our managers do with employees to find innovative ways to help them come to work regularly. The program is supportive, not punitive,” adds Michelle.

While it is not possible to mention all the wellness initiatives, programs and campaigns that were part of this award, it is significant to point out an aggressive education program across SJCG, the ‘Clean Your Hands’ Campaign. Hand sanitizers outside every room and at other strategic locations throughout the buildings, education sessions, posters and signs for visitors and staff alike – all these contributed to an amazingly successful hand hygiene campaign. Once again, the proof is in the results. There has been only one outbreak of clostridium difficile in all SJCG sites in the past two years, and no staff were affected – a healthy workplace indeed.

St. Joseph’s Care Group is very proud of this affirmation of their commitment to a healthy workplace and thanks the OHA, the MOHLTC, and HealthForceOntario for this honour.

### Overall Leadership Award for Greening Healthcare 2011

*This Award is presented to a hospital showing leadership in the areas of pollution prevention, waste reduction, energy conservation and water conservation.*

"The health and wellness of people is connected to a healthy environment."

*Nadine Mymryk  
Environmental Technician*



*Photo Courtesy of OHA HealthAchieve. L-R: Representative for OHA and Canadian Coalition for Green Healthcare, Tracy Buckler, President & CEO, SJCG, Gary Johnson, Vice Chair, Board of Directors, SJCG and Nadine Mymryk, Environmental Services Technician, SJCG.*

Environmental sustainability is valued by SJCG, and there are many important initiatives in place throughout the organization.

Notably, and beginning with the Sister Margaret Smith Centre, building projects are now designed and built to Leadership in Energy and Environmental Design (LEED) standards. Energy reduction, recycling and waste management programs are part of everyday operations. Many ‘green’ changes have been made to housekeeping within the organization and more are being explored. Information on recycling and energy conservation is disseminated to staff on an ongoing basis, and starts with orientation sessions for newly hired staff.

Nadine Mymryk, Environmental Technician, was proud to be part of accepting the Award on behalf of SJCG in November. “As a healthcare organization, SJCG has a strong commitment to the environment, believing that the health and wellness of people is connected to a healthy environment. This recognition is very meaningful to us,” says Nadine.

Underscoring this significant achievement for SJCG, Tracy Buckler, President & CEO, has been invited to participate as a panelist at the Green Health Care Session of HealthAchieve 2012 in Toronto. HealthAchieve, an annual event established by OHA, is the largest health care show of its kind in North America, with attendees and contributors from around the world. It is indeed an honour to have our organization represented at this prestigious event.

## LEED Gold Certification for Sister Margaret Smith Centre

In March, St. Joseph’s Care Group (SJCG) proudly announced that the Sister Margaret Smith Centre (SMSC) had achieved Leadership in Energy and Environmental Design (LEED) Canada for New Construction Gold Certification for its performance as a sustainable building.

"Achieving LEED Gold Certification for SMSC is a major milestone for all of us."

John Stephenson  
FORM Architecture Engineering

The building, designed by FORM Architecture Engineering in partnership with Montgomery Sisam Architects Inc., is the first LEED Gold Certified building in Northwestern Ontario.

The certification is awarded under the LEED rating system, which is overseen by the Canada Green Building Council. The certification is based on a scoring system, where projects receive credit for attaining a certain threshold of achievement in five key areas: sustainable site development,



St. Joseph’s Care Group achieves LEED Canada  
L-R: John Stephenson, FORM Architecture Engineering, Tracy Buckler, President & CEO, SJCG and Ray Halverson, Chair, Board of Directors, SJCG

water and energy efficiencies, material selection and indoor environmental quality.

Seven years ago, when preliminary discussions for the SMSC began, the notion of environmental sustainability and green design in buildings was fairly new. Bob Davies, Montgomery Sisam Architects Inc., remembers the point when green design was first introduced to the building steering committee. They were immediately interested. “In the same way that they are stewards of the people of their community, they are stewards of the environment as well,” he says. “Green design is completely consistent with their values, and they are committed to it because for them, ‘it’s the right thing to do’. This level of achievement can only happen if you have a management team that is fully prepared to offer their full support.”

John Stephenson, FORM Architecture Engineering and Lead Architect, is proud to have been part of the project. “Achieving LEED Gold Certification for SMSC is a major milestone for all of us. A common perception is to think about energy and energy conservation only, and those are certainly huge accomplishments that SJCG can celebrate and the community can appreciate. Those accomplishments translate to lower operating costs. It is important, too, to acknowledge the benefit to the environment by the reduction in greenhouse gas emissions.”

In Tracy Buckler’s view, SJCG’s obligation to environmental sustainability is not just about cost savings. “It’s not only our clients who spend time there, but also our staff,” says the President & CEO, SJCG. Tracy views the benefit of having a positive and therapeutic space from both the perspective of client care and a healthy work environment. Plentiful natural light, the quality of indoor air and ventilation, accessible outdoor green spaces all add to a healthy body, mind and spirit for the clients and staff of Sister Margaret Smith Centre.

## GAPPS – Getting Appropriate Personal & Professional Supports

Another unmet need identified...how do we support clients who are homeless and often lead chaotic, disorganized lives, to obtain necessary services? These clients frequently have both addiction and mental health issues, many have problems with the law, and, in general, they do not take part in more structured services.

"GAPPS is part of a new way of delivering healthcare by targeting people in high need situations."

Dr. Jack Haggarty  
GAPPS Program Medical Director

The answer lay in partnering with the Canadian Mental Health Association (CMHA) and the NorWest Community Health Centre (NWCHC) to develop an integrated program that does not wait for the clients to find it – GAPPS goes out to find them. Taking advantage of the experience and expertise of each organization, GAPPS team members’ task is to engage with clients and to help them connect with the most appropriate services.

The team is small, with St. Joseph’s Care Group (SJCG) providing a coordinator, psychiatric nurse, nurse practitioner and access to psychiatric consultation. CMHA provides two outreach and engagement workers, with one community health worker from the NWCHC.

GAPPS started as a pilot project in 2009, in large part to try to reduce the cycle of visits by this client group to the Emergency Department at Thunder Bay Regional Health Sciences Centre. It was found that these clients would go to Emergency because they were in distress and didn’t know where else to go. They would be treated medically if necessary or given a referral to an outpatient clinic, not show up, and then return to Emergency when their situation worsened again.

Breaking that cycle by helping clients find the services they needed – be it housing, food, medical or social services – GAPPS was able to demonstrate a reduction in their visits to Emergency and this led to permanent funding for the program. The pilot project statistics were impressive: After discharge from GAPPS, a 47% decrease in visits to Emergency was reported for this client population.

“GAPPS clients are very complex, high needs, high risk individuals,” says Dr. Mary Ann Mountain, Director, Community Mental Health, SJCG. “Their issues are not always about mental health or even healthcare.” She values community partnerships with the John Howard Society, Salvation Army, Alpha Court, Lakehead Nurse Practitioner-Led Clinic, and the many other agencies who participate in this work.

The actual number of clients in this population is still not known. When first envisioned, it was estimated to be in the range of 500, but the actual numbers are well beyond that, with 20 to 30 new clients each month. GAPPS is not designed to maintain a caseload; its role is to engage with people, connect them to the service that is appropriate, and advocate on their behalf when necessary.

Alaine Auger, GAPPS Team Coordinator, sees it as the community coming together to integrate services for the benefit of this vulnerable population. “Engaging them in services they can continue to access and be sustainable in is what we do,” says Alaine. “We advocate, connect and help work out service plans that clients can understand, often with multiple agencies.



L-R: GAPPS members. Chrystal Norland and Kari Rant-Ojala with client Brad Holmes

“GAPPS is part of a new way of delivering healthcare by targeting people in high need situations,” says Dr. Jack Haggarty, GAPPS Program Medical Director. “It highlights the necessity of being agile and responsive to evolving service needs. Change is happening here and we’re part of the change very early.”

## Focusing on Quality Care

In 2010, Ontario’s Excellent Care for All Act (ECFAA) became law, with stringent requirements for accountability in the delivery of health care. With its focus on client-centred care, St. Joseph’s Care Group (SJCG) had, over the years, developed and implemented many quality improvement initiatives, and welcomed ECFAA as a validation of these initiatives and a challenge to strive to further improve.

“Quality care for our clients is paramount.”

Gary Johnson  
Chair, Board Quality Committee

At SJCG, these quality initiatives are recognized to be critical to quality care. “Quality care for our clients is paramount,” says Gary Johnson, Chair, Board Quality Committee. “The Board is responsible to ensure that care occurs, and we take this responsibility very seriously.”

SJCG is pleased to report success in meeting or exceeding all of the quality indicators and targets set out in our first Quality Improvement Plan (QIP). The Act pertains to all health care in Ontario, but implementation of Phase 1 is directed at hospitals only. Therefore, although the long-term care homes within SJCG have many quality initiatives in place, the formal indicators of success at this time apply only to the two hospital sites – St. Joseph’s Hospital and Lakehead Psychiatric Hospital.

Our second QIP is underway, with three key initiatives: falls reduction, improved client satisfaction, and improvements in placing clients in appropriate levels of care to reduce time spent in hospital.

These priority initiatives can best be discussed in relationship to their impact on our clients. For example, reducing the incidence of falls avoids serious injury as well as other possible health complications for clients; improved client satisfaction reflects success in meeting their expectations and needs; and reduced length of hospital stay is an indication that we are succeeding in providing the appropriate level of care in the most appropriate setting.

Using an adaptation of the ‘Plan, Do, Study, Act’ Model of Improvement from the Institute of Healthcare Improvement and adopted by SJCG, these initiatives will be developed, implemented and continually reviewed to be sure of continued success.

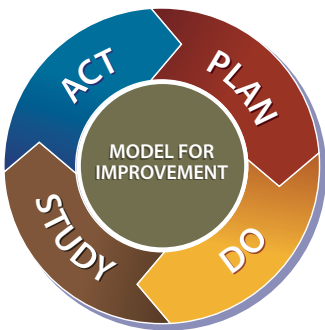
“The Board Quality Committee reviews our QIP regularly to monitor progress,” explains Shelby Poletti, Manager, Quality



St. Joseph’s Care Group staff member Joanne Kasaboski, Physiotherapist works with Joanna Major, Client, Rheumatic Disease Program, SJCG

and Performance. “In the final analysis, the Board is accountable to confirm that we are following the best-practices to which we are committed.”

These indicators are monitored and reported to the public as required by legislation, and can be viewed on the SJCG website, at [www.sjcg.net/aboutus/accountability/excellent-care/qip.aspx](http://www.sjcg.net/aboutus/accountability/excellent-care/qip.aspx)



Adapted from “The Improvement Guide: A Practical Approach to Enhancing Organizational Performance (2nd edition)”. San Francisco: Jossey-Bass Publishers; 2009.

## Principles of Conduct

“What are your expectations when you come to work? What do you expect from clients, from coworkers? What do you think is expected from you?”

These were some of the questions posed when St. Joseph’s Care Group (SJCG) physicians, volunteers and staff were asked to participate in focus groups to develop a code of conduct for SJCG. A working group of twelve representatives from across the organization was formed and a call went out for participants.

“We were very happy to have a turnout of more than 200 physicians, volunteers, and staff,” says Mark Brassard, Coordinator, Employee Relations. “Our employee sessions were diverse, with people from support services, housekeeping, clinicians, food services, and inpatient/ outpatient programs from almost all sites.”

Quickly it became clear that the groups did not want a ‘code’ – they felt a more useful approach would be to shape a set of ethical guidelines or straightforward principles that would guide behaviour in the workplace. As the principles developed, the message was very consistent from all the

groups, with key themes that related closely to SJCG’s Core Values of Care, Compassion and Commitment.

Doug Demeo, Vice-President, Human Resources, is very pleased with the result. “It’s very helpful to have these principles in writing and tied to our Core Values,” he says. “Our approach was to ask the staff to set out what the principles should be and we are pleased with the results. They remind us of how we should conduct ourselves and how we can expect to be treated at work.”

In April, the completed Principles of Conduct were introduced to staff by Tracy Buckler, President & CEO. They have been developed into a brochure for staff and volunteers, with the principles and sample behaviours identified for each of the three Core Values. Going forward, the Principles of Conduct will be a part of all orientation programs, guiding our behaviours as we continue to serve the people of Northwestern Ontario.



### CARE

- Treat others as you would like to be treated
- Uphold Privacy and Confidentiality
- Know your clients’ needs
- Communicate openly and effectively
- Support a learning journey

### COMPASSION

- Be kind & courteous
- Be empathetic & attentive
- Be open-minded
- Ensure a supportive & safe environment

### COMMITMENT

- Work as a team
- Build relationships and trust
- Understand your role & responsibilities
- Take responsibility for your actions
- Make learning your attitude

SJCG Board  
of Directors  
2011/2012

**Chair**  
Ray Halverson

**Vice Chair**  
Gary Johnson

**Past Chair**  
Myrna Letourneau

**President and CEO**  
Tracy Buckler

**Chief Nursing Officer**  
Penny Anguish

**Chief of Staff**  
Dr. Geoff Davis

**President of Medical Staff**  
Dr. Suzanne Allain

**Representative of  
City Council**  
Brian McKinnon

**Representative of the  
Auxiliary to SJCG**  
Susan Tennier

**Representatives of the  
Sisters of St. Joseph**  
Sister Dolores Turgeon,  
Sister Alice Greer

**Representative  
of the CHCO**  
Lil Bergamo

**Representative of the  
Bishop**  
Patrick Charlebois

**Representative of  
St. Joseph's Foundation  
of Thunder Bay**  
Jocelyn Huculak

**Directors**  
Maureen Brophy  
Robert Chambers  
Brian Collins  
Grace Martineau  
Terry-Lynn Miettinen  
Linda Pauluik  
Doris Rossi  
Barb Spadoni  
Tamara Wylie

**Honourary Members**  
Ruth Callon  
Don Caron  
Guy O'Brien  
Dick O'Donnell



DID YOU KNOW?

FROM 8 SITES IN THUNDER BAY, OUR SERVICE AREA  
EXTENDS TO 450,000 km<sup>2</sup>, IN THE NORTHWEST REGION.

About St. Joseph's Care Group

St. Joseph's Care Group provides Long-Term Care, Complex Care, Physical Rehabilitation, Mental Health and Addiction services with Care, Compassion and Commitment to the residents of Northwestern Ontario from eight sites located in the City of Thunder Bay. Access to some services are available to the region via video conferencing.

St. Joseph's Hospital (Corporate Office)

35 Algoma St., N. Thunder Bay  
(807) 343-2431 • Toll free 1-800-209-9034  
• Complex Care  
• Physical Rehabilitation

Balmoral Centre

667 Sibley Dr., Thunder Bay  
(807) 623-6515  
• Withdrawal Management Services

Behavioural Sciences Centre

300 Lillie St., N. Thunder Bay  
(807) 623-7677  
• Employer Support & Assessment Services

Hogarth Riverview Manor

300 Lillie St. N. Thunder Bay  
(807) 625-1110  
• Long-Term Care

Lakehead Psychiatric Hospital

580 Algoma St., N. Thunder Bay  
(807) 343-4300  
• Mental Health Services

Sister Margaret Smith Centre

301 Lillie St., N. Thunder Bay  
(807) 684-5100  
• Mental Health Addiction and Problem  
Gambling Programs

St. Joseph's Health Centre

710 Victoria Ave., E. Thunder Bay  
(807) 624-3400  
• Outpatient Mental Health & Addictions

St. Joseph's Heritage

63 Carrie St., Thunder Bay  
(807) 768-4400  
• The Manor House Adult Day Program  
• Bethammi Nursing Home  
• Diabetes Health Thunder Bay  
• P. R. Cook Apartments



Catholic Health Association of Ontario  
Association Catholique de la Santé de l' Ontario

**Sponsor - Catholic Health Corporation of Ontario** • Mental Health Centre Penetanguishene • Pembroke Regional Hospital • St. Joseph's Care Group - Thunder Bay  
• St. Joseph's General Hospital Elliot Lake • St. Joseph's Health Centre /Centre de Santé de St. Joseph Sudbury • St. Joseph's Villa /Villa St-Joseph Sudbury  
• Providence Healthcare • St. Joseph's Health Centre, Toronto • St. Michael's Hospital Toronto • Soins Continus Bruyère/Bruyère Continuing Care Ottawa  
• St. Patrick's Home of Ottawa Inc. • Marianhill Inc. Pembroke • Hôpital Mattawa Hospital • Providence Care ~ **Sponsor - Catholic Health Partners (Religious  
Hospitaliers of St. Joseph)** • St. Joseph's Continuing Care Centre Cornwall • Hotel Dieu Hospital Kingston • Hotel Dieu Shaver Health and Rehabilitation Centre St.  
Catharines • Hotel Dieu-Grace Hospital Windsor ~ **Sponsor - St. Joseph's Health System** • St. Joseph's Health Centre Guelph • St. Mary's General Hospital Kitchener  
• St. Joseph's Healthcare Hamilton • St. Joseph's Villa Dundas • St. Joseph's Lifecare Centre Brantford • St. Joseph's Home Care ~ **Sponsor - St. Joseph's Health Care  
Society** • St. Joseph's Health Care London • St. Joseph's Health Services Association of Chatham Inc • St. Joseph's Hospice Sarnia ~ **Sponsor - Missionary Sisters of the  
Precious Blood** • Mariann Nursing Home Richmond Hill **Sponsor - Fontbonne Health Care Society**  
• St. Joseph's at Fleming Peterborough ~ **Other Active Members** • Ontario Conference of Catholic Bishops **Associate Members** • Sisters of Charity of Ottawa  
• Sisters of St. Joseph of Toronto • Sisters of St. Joseph of Sault Ste. Marie • Sisters of Providence of St. Vincent de Paul Kingston • Sisters of St. Joseph of Pembroke  
• Grey Sisters of the Immaculate Conception • St. Elizabeth Health Care Toronto • Copernicus Lodge Toronto • St. Joseph's Infirmary Toronto  
• Catholic Women's League Ontario Provincial Council • Catholic Family Services Hamilton



ST. JOSEPH'S CARE GROUP

Community Report 2011/2012 is produced by the  
Communications Department.

Cette information est disponible en français sur demande.

If you have any questions or comments, please contact:

**Sharron Owen,**

Director, Communications

63 Carrie Street, Thunder Bay, ON P7A 4J2  
(807) 768-4440 • owens@tbh.net  
www.sjcg.net



facebook.com/StJosephsCareGroup