



ST. JOSEPH'S CARE GROUP



# Annual Report

to our Community 2014/2015

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# 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 multiple sites in Thunder Bay, our regional program areas include: Addictions & Mental Health, Rehabilitative Care & Chronic Disease Management, and Seniors' Health.


We are an organization that reaches across the Northwest 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 access to quality health services is a challenge.

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**458,000**  
**SQUARE KILOMETERS,**  
**EXTENDING FROM WHITE RIVER**  
**TO KENORA TO HUDSON BAY**  
**IN NORTHWESTERN ONTARIO**

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# Thunder Bay Locations

- A St. Joseph's Hospital** (Corporate Office)  
Rehabilitative Care  
Chronic Disease Management
- B Balmoral Centre**  
Withdrawal Management
- C Behavioural Sciences Centre**  
Employer Support & Assessment Services
- D Hogarth Riverview Manor**  
Long-Term Care
- E Lakehead Psychiatric Hospital**  
Mental Health Services
- F Sister Leila Greco Apartments**  
Seniors' Supportive Housing
- G Sister Margaret Smith Centre**  
Addictions & Mental Health
- H St. Joseph's Health Centre**  
Outpatient Addictions & Mental Health
- I St. Joseph's Heritage**  
Manor House Adult Day Program  
Bethammi Nursing Home  
Diabetes Health Thunder Bay  
PR Cook Apartments  
St. Joseph's Foundation of Thunder Bay



**MULTIPLE  
SITES  
IN THUNDER BAY**



# Board Chair and President & CEO Message



**Gary Johnson**  
Chair, Board of Directors

It would be difficult to discuss the challenges and the achievements of St. Joseph's Care Group this past year without discussing our progress with our capital projects. We are nearing completion and occupancy of the Hogarth Riverview Manor (HRM) Expansion, a 416 long-term bed expansion to the current 96 bed HRM. A full report on the expansion can be found further in these pages.

Buildings are the shell within which our staff provides outstanding care for our clients, and a purpose-built environment provides a better setting to ensure client safety and satisfaction and job satisfaction for our people. We are proud of the efforts, energy and focus of our staff, as they make sure plans are in place for residents and staff to complete this move in a safe and efficient manner. We thank our system partners, the City of Thunder Bay and North West Community Care Access Centre, for their cooperation and assistance to make transition as seamless as possible.

We look forward to welcoming the residents who are coming to HRM from City of Thunder Bay long-term care homes, Grandview Lodge and Dawson Court. We also look forward to welcoming new staff, helping them understand our philosophy of Client-Centred Care, and we know we will learn from them as well.

We want this to be an exceptional home for the residents moving in to HRM and an exceptional workplace for our new staff. We will do everything we can to make sure they feel a part of this organization in every possible way.

We are delighted to announce the contract has been awarded for the long-awaited East Wing addition at St. Joseph's Hospital. The East Wing will be home to 38 inpatient mental health rehabilitation clients as part of our Specialized Mental Health Rehabilitation Program. The East Wing will also house some outpatient mental health services, as well as SJCG administrative offices, and will pave the way for the closure of the outdated facilities at Lakehead Psychiatric Hospital. Construction will be well underway this summer and a completion date in 2017 is eagerly anticipated.



**Tracy Buckler**  
President & Chief Executive Officer

**“We want this to be an exceptional home for the residents moving in to HRM and an exceptional workplace for our new staff.”**

It is rewarding to be part of the normalization and mainstreaming of mental health care into everyday health care. Our goal with the new wing is to have a rehabilitative focus for mental health care, and to always look for reintegration to the community – moving people to the best location for their optimum quality of life.

The success of the Withdrawal Management Program at Balmoral Centre has been recognized by our funders and our community partners. Permanent funding for this program has now been received from the North West LHIN, ensuring we can continue to provide these vital services to our community.

At SJCG, all our initiatives revolve around improving quality in the care and services we provide, leading to improved outcomes and results for our clients. This emphasis also meets our accountability requirements in these times of scarce resources, and we take that very seriously.

Our regional role provides opportunities for capacity building throughout Northwestern Ontario. We are reaching out, increasing regional capacity by sharing knowledge, providing additional training for outlying hospitals, and supporting our partners in the region in every way possible.

Our staff, physicians, management team, and volunteers continue to amaze us with their commitment to Client-Centred Care and the supporting strategic priorities. It is through their efforts that our clients receive the excellent care for which we are noted.

We thank St. Joseph's Foundation of Thunder Bay and the Auxiliary to St. Joseph's Care Group for their financial support, giving us the means to provide equipment, fixtures and furniture that improves the lives and care of our clients.

Our Board of Directors and Leadership Team provide guidance that inspires us all to do our best. We appreciate their dedication and commitment to the Care Group. The Catholic Health Sponsors of Ontario is constant in its support of our efforts, and we offer sincere thanks for that.

Our incoming Board Chair is Linda Pauluik. We welcome her and look forward to her leadership guiding us as we continue the tradition of care which began more than 130 years ago with the Sisters of St. Joseph of Sault Ste. Marie.



**Gary Johnson**  
Chair, Board of Directors



**Tracy Buckler**  
President & CEO

*Care  
Compassion  
Commitment*

# CHSO Report



Catholic Health  
Sponsors of Ontario

It is with great pride that I serve as your designate for St. Joseph's Care Group for our sponsoring organization, the Catholic Health Sponsors of Ontario.

The Catholic Health Sponsors of Ontario (CHSO) serves to support twenty-one diverse healthcare organizations in the province of Ontario. Sponsorship refers to the way in which the Catholic identity of health organizations is granted by the Catholic Church. For a healthcare organization to be considered "Catholic", it must have a "Sponsor" recognized by the Church. CHSO was created by the Holy See and has a pontifical mandate to assume sponsorship of health organizations in Ontario when religious orders and congregations are ready to move on to other missions.

CHSO, as the sponsor, has the responsibility for ensuring that its member organizations remain Catholic in nature and adhere to the institution's Mission, Values and Ethics of the Founding Sisters. CHSO celebrates the history and mission of our founders and in our case, The Sisters of St. Joseph of Sault Ste. Marie. This includes high quality care delivered through leading practices; prudent use of resources; caring for the spirit as well as the mind and body; strong governance and leadership; and identifying gaps in service and offering new services to those most in need.

As the designate, I am responsible to ensure that regular communication takes place between St. Joseph's Care Group and the CHSO regarding all core elements of our Care Group. In turn, CHSO, as a relevant and supportive sponsor, provides opportunities for sharing expertise, know-how and successes. In the past year, CHSO has developed several new tools and guidelines to support St. Joseph's Care Group and provide a certain consistency in the governance model across CHSO member organizations. These include Recruitment and Retention of new Board Directors, Signals of Organizational Performance, and Guideline Suggestions for Designate Reports to the CHSO Board.

I am pleased to bring greetings from the Catholic Health Sponsors of Ontario. We thank you for your dedicated service and assure you of our continued support as we journey together in our mission of providing Catholic Healthcare with Care, Compassion and Commitment.

Kindest regards,

**Barbara Spadoni**

CHSO Designate for St. Joseph's Care Group

# Auxiliary Report



Daniella Hacio, Sylvia Kayzer, Susan Tennier and Maria Bilyk at the unveiling of a plaque that honours past Presidents of the Auxiliary to St. Joseph's Care Group.

**This year the Auxiliary celebrates 120 years of service to St. Joseph's Care Group. From its humble beginnings as a Ladies Aid in 1895, to the incorporated Auxiliary to St. Joseph's Care Group today, the members remain strong and committed to the traditions established by the Sisters of St. Joseph so many years ago.**

As we celebrate this milestone, we pay tribute to those who paved the way for our successes. We acknowledge the support of the past and present leadership teams who have encouraged and inspired us to move forward. We are grateful for the hundreds of former members and leaders of our organization whose example and dedication have educated the current Auxiliary members. A plaque to honour the past presidents of the Auxiliary has been redesigned and mounted in St. Joseph's Hospital. We thank Tracy Buckler for her assistance in bringing this project to fruition.

During the first 60 years, many fundraisers and social events were held to raise money for equipment. The usual bazaars, teas, ticket sales gave way to turkey dinners, gala balls and garden parties. We actively participated in all the volunteer activities associated with an acute care hospital. The last 60 years have seen us adapt to the changing role of SJCG in our community. As St. Joseph's expanded, volunteer services required coordinators and many Auxiliary members focused on hands-on client support. Others continued to concentrate on fundraising with the expansion of our tuck-shop into two very attractive and profitable Gift Shops. At present, we are working with the Leadership Team to design and outfit our new, "On the Avenue" gift shop in the HRM Link. The shops remain our major projects with the profit each year exceeding \$30,000.

We are examining new ways to grow as an organization. With the support of St. Joseph's Foundation of Thunder Bay, we have participated in a workshop that is helping us to reorganize and redefine our role. We are evolving. We are looking forward to new roles at Hogarth Riverview Manor. As friends of St. Joseph's, we are determined to follow in the footsteps of our predecessors and pave the way for those who follow.

Our successes would not be possible without the support and encouragement of the Board of Directors and President and CEO, Tracy Buckler. Our sincere gratitude to each of you. We are excited about the future of the Auxiliary and look forward to the challenges ahead.

Respectfully submitted,

A handwritten signature in cursive script that reads "Sylvia L. Kayzer".

**Sylvia Kayzer**  
Auxiliary Board Representative



# Chief of Staff Report



Geoffrey Davis, MD  
Chief of Staff

The Medical Advisory Committee has met on a regular basis through 2014 and 2015 and reports on a monthly basis to the Board of Directors for St. Joseph's Care Group. The work of the Medical Advisory Committee includes oversight of the physician, nurse practitioner and dental health care professionals that work at St. Joseph's Care Group. We also receive reports from multiple committees and review critical incidents that occur throughout the Care Group. These are reviewed on a regular basis to determine if there are changes that we can make to avoid any further critical events in the future.

I am indebted to our Senior Medical Directors, Dr. Trevor Bon, Complex Care and Chronic Disease Management; Dr. Lois Hutchinson, Addictions and Mental Health; Dr. John Hargadon, Rehabilitative Care; Dr. David Johnson and Dr. Jonathan Koo, Seniors' Health; and our Family Practice Lead, Dr. Gordon Milne. They have been invaluable members of the Medical Advisory Committee.

Recently we have been pleased to have the addition of Dr. Peter de Bakker to our Geriatric Services. He has been closely aligning himself with the Seniors' Health initiatives throughout the Care Group in providing an excellent standard of care. We are looking forward to the opening of the Hogarth Riverview Manor Expansion in the fall of 2015 and have been working diligently to ensure ongoing physician and nurse practitioner coverage for these clients as they move to Hogarth Riverview Manor. We have also taken this opportunity to meet with several experts across the country in long-term care as we work to continue with the excellent services that we have been fortunate to be able to provide in the past but to improve these in the future.

Addictions and Mental Health are undertaking a review of Psychiatric Services which commenced in 2015. Dr. Jack Haggarty has joined our team in helping make recommendations as we improve our Psychiatric Services. We will have a final report with recommendations in 2015.

We continue to meet with the Medical Advisory Committee, the Board of Directors, Leadership Team and many members of St. Joseph's Care Group in continuing to try to elevate the standard of care that we provide throughout the Care Group.

I wish to thank the Leadership Team for their assistance in meeting these goals. I would particularly like to recognize the contributions of Tracy Buckler, President & CEO; Meaghan Sharp, Vice President, Seniors' Health; Kathleen Lynch, Vice President, Rehabilitative Care and Chronic Disease Management; Janet Sillman, Vice President, Addictions & Mental Health; Scott Potts, Vice President, Infrastructure and Planning, and Myrna Holman, Vice President, People, Mission and Values. It continues to be a pleasure working with these dedicated professionals.

A handwritten signature in black ink, appearing to read 'G. Davis'.

Geoffrey Davis, MD, Chief of Staff



Construction begins on the East Wing.

Architectural rendering of East Wing

# Breaking Ground On the East Wing

St. Joseph's Care Group is pleased to announce we have received approval from the Ministry of Health and Long-Term Care to proceed with construction of the East Wing at St. Joseph's Hospital.

The East Wing of St. Joseph's Hospital is being built to house the 38-bed Specialized Mental Health Rehabilitation Program (SMHRP). The addition has been designed to meet leading and evidence-based practices in mental health care and will provide inpatient, outpatient and outreach services. The new wing will also provide space for many of SJCG's corporate departments and services.

When the East Wing is complete, people requiring inpatient rehabilitative mental health care will access

the service at St. Joseph's Hospital, then be discharged back to the community with the appropriate community supports. The provision of mental health care in a rehabilitation hospital setting at St. Joseph's Hospital supports the integration into "mainstream healthcare" and will reduce the stigma and discrimination often experienced by people living with mental illness and/or substance use issues and their families.

The East Wing addition to St. Joseph's Hospital at 35 Algoma St. North will expand the site by approximately 100,000 square feet, to a total of 332,000 square feet. The construction project is approximately two years in duration and will be completed in the spring/summer of 2017.



Architectural rendering of East Wing

# Hogarth Riverview Manor

## Welcome to Your New Home!

Welcome to your new home! This is the greeting to be heard by all our residents and families before, during and after their move to Hogarth Riverview Manor. Preparation and planning are the keys to success, as residents from Dawson Court, Grandview Lodge, and the 96 current residents of HRM move into the 416-bed expansion this fall.



### HRM Project

Although the \$83.6 million 416-bed expansion will make HRM one of the largest long-term care homes in Ontario, careful design has resulted in 13 home-like areas for 32 residents to live in private and semi-private accommodations. The design allows residents to enjoy privacy when they wish and also have easy access to common spaces for socialization and companionship, both vital to a healthy life.

All rooms have natural light, a view of the external grounds and green spaces and are well laid out for resident comfort. Spa rooms are available to assist with personal care; dining areas are spacious with furnishings that accommodate resident needs. A large atrium with plentiful seating is suitable for gatherings and provides access to the gardens, riverside walkways, and the Thunder Bay trail system. Recreational opportunities and entertainment systems are available for residents, with Wi-Fi areas accessible to residents, visitors and staff.

The next stage of the project is the 'Link', a physical connection between HRM and Sister Leila Greco Apartments (our 132-unit supportive housing building.) Construction will begin this fall with completion expected in the spring of 2016. The Link, in partnership with Janzen's Pharmacy will house a pharmacy, coffee shop, hair salon, and other health services. There will also be a gift shop, operated by the Auxiliary to St. Joseph's Care Group, and additional space for programs and clinics. The Link will permit easy access and movement between the buildings for tenants, residents, staff and visitors.

The final stage of the HRM project is the addition of 32 long-term care beds into the original HRM building. After all phases of construction are completed, HRM will be home to 544 residents.



## 416-BED EXPANSION

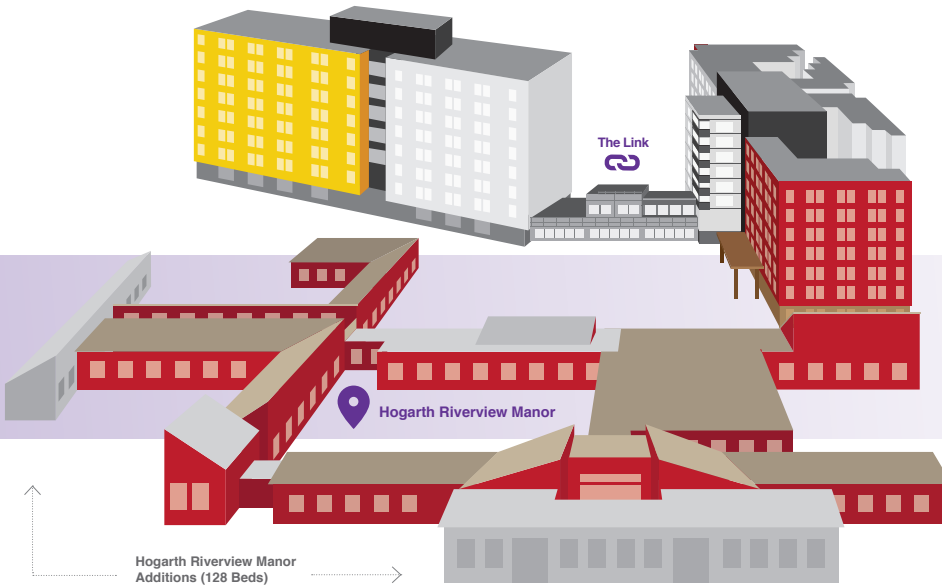
**Above:** Kent and Suvi, Materials Distribution staff storing supplies in preparation for the opening of the Hogarth Riverview Manor Expansion. **Right:** HRM Working Groups have been meeting regularly to anticipate the needs of residents and plan for a smooth transition.





**Sister Leila Greco Apartments**  
(132 Units)

**Hogarth Riverview Manor**  
EXPANSION (416 Beds)



HRM Expansion

## Preparing for Residents

Preparations have been underway over the past year, to ensure the residents experience a smooth transition to their new home. This has involved the work of several committees and working groups that include staff from the City of Thunder Bay and North West Community Care Access Centre working together with St. Joseph's Care Group to ensure resident environmental and healthcare needs are met.

Resident safety and needs are the highest priority for the move. At the end of October, residents will begin moving into the HRM Expansion. The move will happen over a 3-month period. By limiting the number of residents moving in each day, we will be able to address their individual needs.

Many long-term care services currently provided at HRM are preparing to increase support for the additional residents. Areas such as Nutrition & Food Services are planning for changes now so they have the capacity to increase meal preparation each day by 400%.

Human Resources has been busy with recruitment efforts to fill 300 positions. Many staff from the City of Thunder Bay will be joining our team of healthcare professionals. All staff will be participating in orientation and training.

## Excellence in Seniors' Care

In keeping with our vision of being a leader in client-centred care, we will be considering innovations to enhance the life experience of our residents. A very positive step in the renewal of our therapeutic recreation model is the planned hiring of a music therapist. This service has proven effective in seniors' care and will complement the excellent care provided by our staff.

The Behavioural Support Unit at HRM sets us apart from many long-term care homes. We are presently re-examining our criteria for eligibility, our resources and our strategies of care to be sure we are meeting the unmet needs of these vulnerable clients with the most innovative and compassionate methods.

In our unending journey of improving care and services for seniors, we keep in mind the mission of the Sisters of St. Joseph who first provided healthcare to the residents of Northwestern Ontario more than 130 years ago. We will continue to provide exceptional service and care as we answer the call to meet unmet needs.

## CLIENT-CENTRED CARE, HEALTH & WELL-BEING



**LIFE  
ENRICHMENT**



**SPIRITUAL  
CARE**



**FRESHLY PREPARED  
FOOD**



**PHARMACY,  
HEALTHCARE & SALON**



**LAUNDRY &  
HOUSEKEEPING**



**TELEVISION  
PHONE & INTERNET**



**PRIVATE  
ROOMS AVAILABLE**



**GREEN  
SPACES**



## Addictions & Mental Health

# Empowerment Through Self-Management

### Empowering our Clients

Self-management is a relatively new concept in the care of people with chronic illness; it means that clients are actively involved in their healthcare. We see clients as the most important person on our care team because they are most knowledgeable about their own well-being. At SJCG, we are empowering clients by providing them with tools and education so they have the skills to self-manage their mental health and/or their substance use. We know that clients who are informed are in a better position to take care of their mental well being and physical health needs.

### Reducing the Stigma of Mental Illness

In December, students from St. Ignatius High School visited Lakehead Psychiatric Hospital, Sister Margaret Smith Centre and St. Joseph's Health Centre to learn about mental illness and addictions. Presentations included information about programs and services, clinical treatment, and stigma related to mental health and addictions. They engaged in a mindfulness exercise, walked the labyrinth and had the opportunity to hear clinicians, including a psychiatric nurse, psychiatrist, psychologist, social worker and occupational therapist talk about their work and the education requirements for each profession. We hosted a similar session in June and plan to facilitate more in the future.

### Balmoral Centre

A pilot project which expanded services at Balmoral Centre to provide medically supported withdrawal management received permanent funding in January. The program is designed to safely and effectively respond to the complex medical needs of people presenting in crisis for withdrawal management and stabilization services. Registered Practical Nurses now work side by side with Addiction Crisis Workers, creating a truly collaborative model of care. In addition, Nurse Practitioner services are provided in partnership with NorWest Community Health Centres and access to physicians on call for St. Joseph's Care Group.

Keenan and Sister Margaret Smith Centre staff, Casey Peever and Daryl Vescio, discuss his time at Sister Margaret Smith Centre.



# 1 IN 5

**CANADIANS  
LIVE WITH A  
SUBSTANCE  
ABUSE OR MENTAL  
HEALTH ISSUE**





## Keenan's Story



“Since being in the program, I feel differently. I can see my future unfold now.”

### Ready for Recovery

Anxiety and being bullied... a combination that can easily lead to grasping at anything that promises escape. This is particularly true for youth, as they struggle to cope with the usual concerns of adolescence – family and friends, physical and emotional changes, self-image, sexuality, school.

And so it was for Keenan. He first smoked pot in grade 9, and suddenly felt he had been ‘saved.’ Smoking pot softened the harsh edges of his anxiety, while dulling the hurt and fear engendered by bullying. He started smoking marijuana regularly and by grade 11 was smoking every day and drinking alcohol a few times a week.

Keenan was then introduced to cocaine. “As soon as I tried that, I was obsessed,” he says. “It gave me confidence and made me think I was funny.” But the high didn’t last, and would result in even deeper anxiety and depression. The escalation continued and by grade 12 he was using a stronger, more dangerous drug – furthering his spiral into addiction. He reached a point where he couldn’t eat, suffered sleep deprivation and began hallucinating. His life was in shambles. Drugs and alcohol had become a problem, not the relief he initially sought.

One day, Keenan awoke from an alcohol-induced stupor and thought, “I can’t do this anymore. It may have been a higher power that made me call my parents and say, ‘I have to go to detox!’ They came immediately.”

Withdrawal was very difficult and he continued to be involved in outpatient services at Sister Margaret Smith Centre while waiting to enter the residential youth addiction program. He was fortunate to have the commitment and support of his parents who participated in group sessions.

“Doing drugs at that level and for that long changes who you are – you’re not yourself anymore,” he explains. “I was isolating myself and had no concerns or thoughts of anyone else. Since being in the program, I feel very differently. I can see my future unfold now.”

This mindset has led to a desire to attend the adult residential program at Sister Margaret Smith Centre. Keenan sees it as an opportunity to learn more about himself and others. “It’s a self-reflective program,” he says. “I hope to become more open and more understanding of others’ struggles as well.”

Keenan’s journey to a healthy life is well underway.



## Seniors' Health

# Building Capacity In Our Region

Willard and Sandra meet regularly with Dr. Trevor Bon and other members of the Geriatric Assessment Program to ensure his health is closely monitored.



**1 IN 10**  
**SENIORS**  
**IN ONTARIO**  
**ARE LIVING**  
**WITH DEMENTIA**

## North West LHIN Regional Lead for Seniors' Care

The North West Local Health Integration Network (LHIN) has identified SJCG as the regional lead for seniors' care in Northwestern Ontario. This designation supports our role in the advancement and dissemination of research, education, and leading practices in the care of seniors. We look forward to sharing our expertise in specialized geriatric services with other healthcare providers across many care settings in the region.

## Knowledge Sharing in Seniors' Health

Last summer, Dr. Samir Sinha, Provincial Lead, Ontario's Seniors Strategy, visited Thunder Bay to share his views and enthusiasm with healthcare leaders from our region. Together, they explored what can be done to improve delivery of care for seniors. Dr. Sinha's leadership and energy has inspired us to re-examine our programs to ensure we are providing services that support access to the appropriate level of care and resources at the appropriate time.



## Willard's Story

**"We know that we can get help...whenever we need it."**

### Geriatric Assessment Program (GAP)

The Geriatric Assessment Program provides support and resources to seniors and their care givers so clients can age at home. With the addition of a fourth Geriatrician, Dr. Peter de Bakker to the team, the program has been able to reduce wait times and increase the number of clients served. The program starts with a comprehensive assessment in the client's home completed by a nurse practitioner or registered nurse. Clients then begin regular appointments with a Geriatrician based on their individual need. Together with the client a team of healthcare professionals develop a treatment plan and set-up necessary home supports. Services are also available in the region via videoconference through the Ontario Telemedicine Network.

### GAP - A Client and Caregiver Share Their Story

Willard, a husband, father, grandfather, and musician, knows what it's like to live with dementia. His wife Sandra, best friend and caregiver, also knows the impact that living with dementia can have on a family.

In 2007, after being diagnosed with dementia, Willard was referred to the Geriatric Assessment Program for support. Since the initial assessment, they see his Geriatrician Dr. Trevor Bon every six months. Willard and Sandra appreciate these regular appointments. They feel the close monitoring and appropriate medication has helped slow the progression of his dementia.

"Music has always been a passion in my life and throughout my healthcare journey, and I have been fortunate to be able to continue singing in three choirs," says Willard.

As a couple working through this life challenge together, Willard and Sandra appreciate that the staff is caring and welcoming, and offer opportunities to ask questions or discuss concerns. "We are both always asked if there are concerns and if we understand all decisions that we are making," says Sandra.

They have confidence that if more help is needed, the program staff will provide information and direction on choices available to them.

Both Sandra and Willard are thankful that they were referred to the Geriatric Assessment Program. "We know that we can get help for either of us whenever we need it," Willard says.





Rehabilitative Care & Chronic Disease Management

# Independence Enhanced Through Access to Services

Cheryl Ertl is an Enterostomal Therapist who provides care to her clients in person and through the Ontario Telemedicine Network reaching clients who live in isolated rural communities.



**85%**  
**OF ALL**  
**AMPUTATIONS**  
ARE THE RESULT OF A  
**NON-HEALING**  
**FOOT ULCER**

## Assess & Restore

Under the provincial Assess and Restore initiative, SJCG has expanded Geriatric Assessment and Rehabilitative Care inpatient services for seniors. The service is delivered by an interprofessional rehabilitation team and helps seniors who are at risk for injury in their home to restore functional ability by regaining strength. As a result, we are helping seniors return home from a hospital stay sooner and preventing hospitalization or admission to a long-term care home.

## North West LHIN Regional Palliative Care Program

In response to the release of “Advancing High Quality, High Value Palliative Care in Ontario: A Declaration of Partnership & Commitment to Action,” the North West LHIN partnered with the NWO End-of-Life Care Network and SJCG to develop a regional plan to mobilize, strengthen, and reorient the health care system to improve access to safe, comprehensive, and high quality palliative care for all residents of Northwestern Ontario. In January 2015, the North West LHIN Regional Palliative Care Program, with St. Joseph’s Care Group as the designated Lead, was formally launched with the mandate to oversee implementation of the regional plan.



## George's Story

### “Will I be able to return to work?”

George\* is a middle-aged man who lives in a Northwestern Ontario community. He works for a railroad; at a job that entails a great deal of walking. George lives with diabetes.

A few years ago, George had his first experience with the Wound Care Program when a wound on his foot wouldn't heal. During his six months of treatment and 15 appointments, only three necessitated travel to Thunder Bay – a very real saving in time, money and effort for George. The wound healed well, and George was able to continue working.

It was a shock to him last year when his other leg started to swell and he began experiencing flu-like symptoms. A visit to the emergency room in a nearby town quickly determined the sore on his foot required the telewound service again. He was assessed using telemedicine, and recommendations for wound care were provided and coordinated with the local family health team. George realized the seriousness of the situation when he was referred to an orthopedic surgeon to discuss the possibility of amputation. “I don't want to lose my foot,” he thought. “Will I ever be able to return to work?” he questioned.

This wound was significantly more serious than the first, and George became much more serious about implementing the recommendations from the wound care team.

“It was wonderful to see that everything came together for him,” exclaims Cheryl Ertl, Enterostomal Therapist.

George's wound healed and he returned to work. He now feels in control of his health and confident in managing the possible complications from diabetes. The positive changes he has made in his life, along with the collaborative efforts of the Regional Wound Care Team and his local family health team, were all an important part of George's success story – one that emphasizes the importance of self-management and collaboration coupled with client-centred care at SJCG.

\*Client name has been changed to protect confidentiality.

## Telewound Services

There are many complications that can arise from a diagnosis of diabetes. A wound or sore for someone with diabetes can escalate quickly without proper treatment and has the potential to result in amputation. Ensuring our services are accessible in remote locations has always been a priority and with the use of Ontario Telemedicine Network (OTN), our Wound Care Program has expanded to include telewound services. Telewound utilizes OTN to facilitate medical appointments using video conference technology so consultants can hear, see and speak with clients as if they were in the same room. The telewound service presents opportunities for consultation and sharing of our team's expertise with regional clients who would previously often not be seen by a specialist until their wounds were critical. The strong partnerships our team has developed with regional healthcare providers, including those located in remote northern communities have proven to be the key to providing the care these clients need and deserve at a distance.





People, Mission & Values

# Client-Centred Care In All That We Do

## Practice Spotlight Organization

We are pleased that St. Joseph's Care Group has been selected as one of nine healthcare organizations to join the ranks of Registered Nurses Association of Ontario (RNAO) Best Practice Spotlight Organizations. Our Collaborative Practice model supports SJCG's vision of excellence in clinical best practices, education, advancements in clinical innovation and client safety, and we are committed to ongoing implementation, evaluation and expansion of best practice guidelines. This opportunity to collaborate with RNAO will help us enhance excellence in client care.

## Centre for Applied Health Research

In February, SJCG announced the launch of the Centre for Applied Health Research (CAHR). This Centre will give more structure to research activities, and will increase the visibility of the applied research being done throughout the organization. Staff will build research capacity and knowledge as well as identify research areas that need to be developed. The Centre will help connect people conducting research at SJCG with other researchers having a similar focus. The goal is to find increased funding opportunities and to enhance the translation of research outcomes to front line practices resulting in better client outcomes.

## Expressly for You

Nutrition & Food Services staff at SJCG is passionate about preparing healthy meals using the freshest ingredients. Food plays an important role in the physical and emotional well-being of our clients. A new program implemented at St. Joseph's Hospital called "Expressly for You" offers several menu choices for breakfast, lunch and dinner with Food Services staff personally taking menu selections from clients. This change has improved client satisfaction, reduced waste, improved nutritional outcomes and increased employee job satisfaction.

Jeremy Roberts, a cook at HRM, takes a few minutes to chat with Irene about the day's entree.



**OVER ONE  
MILLION**  
MEALS WERE SERVED  
**AT SJCG IN  
THE LAST YEAR**



## Irene's Story



**"You're never too old to learn a few new things."**

## Bon Appétit

After suffering a severe stroke in 2009, Irene made the decision to move into supportive housing. She was pleased to be one of the first tenants at the Sister Leila Greco Apartments (SLGA) when it opened in 2013. Irene can't say enough about SLGA. From amazing life enrichment opportunities, an impressive library organized by tenant volunteers, support services that are provided according to individual needs, and the open door policy of management, she is convinced tenant needs are top of mind for staff.

As a life-long 'foodie,' meals are especially important to Irene. Not only does she enjoy eating a good meal, she also enjoys talking about it and sharing cooking tips. "You're never too old to learn a few new things," she believes. Irene recounts an instance of talking with Jeremy, a Cook at Hogarth Riverview Manor, about a particularly delicious dish. "He took a minute to tell me how it was prepared. I really appreciated that."

All meals for the Sister Leila Greco Apartments are prepared at Hogarth Riverview Manor. Peggy Landry, Food Services Supervisor at Hogarth Riverview Manor says, "Food service staff are encouraged to connect with clients about food they prepare. Making sure our clients are satisfied with their meals is one of the many things that make staff at St. Joseph's Care Group different - our client-centred approach to care is embedded into all aspects of the services we provide."

Jeremy and all food service staff regularly visit the dining room to ask tenants if they have enjoyed their meal. "I told him he was very brave to face us," recounts Irene with a smile.



## Infrastructure & Planning

# Quality Improvement Always Our Goal

**L to R:** Shelby Poletti (Staff) Terry-Lynn Miettinen (Board Member) and Margaret Rusnak (Family Council Member) aligning our quality improvement initiatives in our strategic plan.



# 96%

**OF OUR  
CLIENTS  
WOULD RECOMMEND  
OUR PROGRAMS  
TO OTHERS**

## Going Green

An Energy Retrofit was completed at St. Joseph's Heritage, replacing aged boilers and the hot water system. It also included an update to lighting systems. This \$1M project is expected to provide a significant return on investment over several years. Savings in the first year are expected to be about \$87,000 in avoided service and repairs. As part of the contract, Honeywell Solutions Inc. will track utilities consumption to the guaranteed savings targets.

## Electronic Health Records

St. Joseph's Hospital, Lakehead Psychiatric Hospital, and St. Joseph's Health Centre have gone "live" with paperless client records. This means scanning the paper portion of the client health record into the Electronic Medical Record (EMR). Clinicians are now able to access previous paper-based clinical documents electronically. Having all clinical documents available in the EMR will further enhance care by providing clinicians with quicker access to historical client information.

## Improving Client Satisfaction

As part of the Excellent Care for All Act, SJCG has a Quality Improvement Plan (QIP). The QIP provides opportunity to search for and find new and better ways of doing things that enhance care of our clients. Talking with and engaging our clients have been imperative to identifying areas of improvement. By addressing and making changes important to clients, we have been successful in maintaining overall client satisfaction of 96% and improving our number of "excellent responses" by 6% from the previous year.



## Margaret's Story



“...services have to be in-tune with what’s best for each client.”

### Client & Family Input in Quality Improvement

Margaret’s involvement with St. Joseph’s Care Group began in 2009 when a family member moved into Hogarth Riverview Manor. She quickly became a member of the Family Council, which led to her membership on the Client-Centred Care Committee and Chair of the Long-Term Care Advisory Committee. She was both surprised and honoured when she was asked to join the Quality Improvement Planning Committee.

Margaret is an active member of the Committee providing her thoughts on client care. “I’m pleased to be able to speak from my experience and to know that my input is listened to and considered.” She is intrigued by the specificity of the QIP which outlines SJCG’s priorities, indicators, and measurements of achievement. She sees how each achievement moved SJCG toward improving clinical outcomes and increased client satisfaction. “It really is so important,” she explains. “Not every client can speak for themselves and many do not have family members readily available, so services have to be in-tune with what’s best for each client.”

“No matter how good you are, there’s always room for improvement,” says Margaret, a statement that resonates with St. Joseph’s Care Group’s commitment to continuous quality improvement. The QIP is one of the ways we are working to improve our clients’ experiences. As a family member and volunteer, Margaret brings a great deal to the planning table.

# Board of Directors 2014/2015



**L to R:** Sylvia Kayzer, Dick O'Donnell, Linda Pauluik, Ray Halverson, Naomi Abotossaway, Gary Johnson, Maureen Brophy, Sister Cecily Hewitt, Bishop Fred Colli, Barb Spadoni, Meaghan Sharp

## Members

Naomi Abotossaway  
Maureen Brophy  
Larry Lovis  
Terry-Lynn Miettinen

## Honourary Members

Don Caron  
Guy O'Brien  
Dick O'Donnell

Gary Johnson *Chair*  
Linda Pauluik *Vice Chair*  
Ray Halverson *Past Chair*  
Linda Pauluik *Treasurer*  
Tracy Buckler *President & CEO and Secretary*  
Dr. Geoff Davis *Chief of Staff*  
Meaghan Sharp *Vice President, Seniors' Health & Chief Nursing Executive*  
Dr. Mark Thibert *President of Medical Staff*  
Sylvia Kayzer *Representative of the Auxiliary to SJCG*  
Sister Cecily Hewitt *Representatives of the Sisters of St. Joseph of Sault Ste. Marie*  
Sister Alice Greer  
Barb Spadoni *Representative of the CHSO*  
Bishop Fred Colli *Bishop*  
Daryle Martin *Representative of St. Joseph's Foundation of Thunder Bay*

# Leadership Team

Tracy Buckler *President & CEO*  
Myrna Holman *Vice President, People, Mission & Values*  
Brook Latimer *Director, Communications & Engagement*  
Kathleen Lynch *Vice President, Rehabilitative Care & Chronic Disease Management*  
Scott Potts *Vice President, Infrastructure & Planning and Chief Financial Officer*  
Meaghan Sharp *Vice President, Seniors' Health & Chief Nursing Executive*  
Janet Sillman *Vice President, Addictions & Mental Health*



**L to R:** Meaghan Sharp, Myrna Holman, Kathleen Lynch, Tracy Buckler, Scott Potts, Brook Latimer, Janet Sillman





# Celebrating **130** YEARS *OF Care Compassion Commitment*

**When five members of the Sisters of St. Joseph arrived by steamship in Prince Arthur's Landing (now Thunder Bay) in 1881, they could hardly have known the enduring impact their work would have more than 130 years later.**

Originally recruited as teachers and spiritual leaders to the frontier community, the Sisters soon recognized that there was also an urgent need to care for the sick and injured.

In 1884, space that was initially designated for additional classrooms in their Convent became the first hospital at 'the Landing' and the foundation of what has evolved into St. Joseph's Care Group. From the early days of St. Joseph's Hospital as a pioneering acute care facility, the Care Group has been at the forefront of many important changes in the provision of health care.

Focusing on the most vulnerable – seniors, people with addictions and/or mental health issues or chronic health conditions – St. Joseph's Care Group has been privileged to lead the way in providing innovative client-centred care to the people of Northwestern Ontario.

We applaud the remarkable courage and foresight of our Founders, the Sisters of St. Joseph, who recognized the unmet needs in their new home community, and committed to doing whatever they could to address those needs. We thank them and the many leaders, physicians, staff, and volunteers in the past 130 years who have embraced and held true to that vision. Their combined efforts have led us to this proud moment in the history of St. Joseph's Care Group.

It is our honour to be part of the future of the Sisters' timeless vision, which continues to guide and inspire us as we strive to meet the unmet needs of our community with Care, Compassion and Commitment.



# Financial Statements

## Statement of Operations

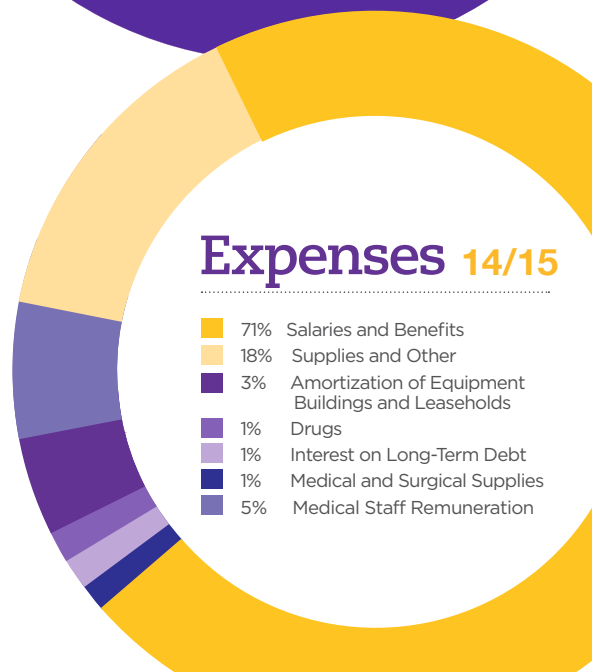
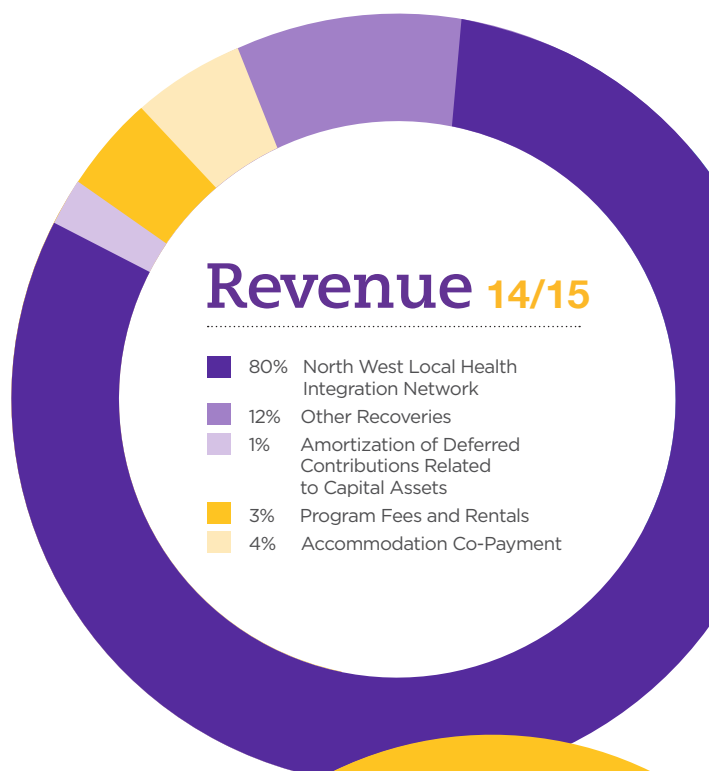
in thousands of dollars

Revenue	2015	2014
North West Local Health Integration Network	\$116,480	\$111,683
Accommodation Co-Payment	\$5,384	\$5,111
Program Fees and Rentals	\$4,091	\$4,110
Amortization of Deferred Contributions Related to Capital Assets	\$1,846	\$1,989
Other Recoveries	\$17,467	\$16,779
<b>TOTAL</b>	<b>\$145,268</b>	<b>\$139,672</b>

2015 Total Revenue  
**\$145,268**

Expenses	2015	2014
Amortization of Equipment, Buildings and Leaseholds	\$4,599	\$4,680
Drugs	\$1,105	\$979
Interest on Long-Term Debt	\$595	\$628
Medical and Surgical Supplies	\$1,416	\$1,148
Medical Staff Remuneration	\$8,019	\$8,462
Salaries and Benefits	\$102,604	\$96,994
Supplies and Other	\$25,311	\$24,694
<b>TOTAL</b>	<b>\$143,649</b>	<b>\$137,585</b>
<b>Excess of Revenue over Expenses</b>	<b>\$1,619</b>	<b>\$2,087</b>

2015 Total Expenses  
**\$143,649**





ST. JOSEPH'S CARE GROUP

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*Annual Report to our Community 2014/2015 is produced by the Communications & Engagement Department.  
Cette information est disponible en français sur demande.*