





ST. JOSEPH'S CARE GROUP

Mission, Vision & Core Values

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.

Thank you to all clients, residents, tenants, staff and volunteers who are featured photographically throughout this Annual Report!



Table of Contents



02	Board Chair and President & CEO Message	
04	Chief of Staff Message	
05	Catholic Health Sponsors of Ontario Report	
06	Auxiliary Report	
08	Capital Projects	
10	2012-2015 Strategic Priorities	
	10-11 Addictions & Mental Health	
	12-13 Seniors' Health	
	14-15 Rehabilitative Care & Chronic Disease Management	
	16-17 People, Mission & Values	
	18-19 Infrastructure & Planning	
20	Board of Directors & Leadership Team	
21	Financial Statements	
22	Moving Forward	



Linda Pauluik
Chair, Board of Directors



Tracy Buckler
President & Chief Executive Officer

Board Chair and President & CEO Message

Four years ago, we embarked on a new Strategic Plan for St. Joseph's Care Group. It was an ambitious plan that set out to build care around our clients and their loved ones, incorporating their voice into activities at all levels of the organization. We hope you will hear that voice throughout this Annual Report which speaks to the final year of our strategic plan. You will see the results of our efforts in many ways, including how we develop programs and services, how we collaborate to improve care, and how we work in partnership to design new spaces to meet the unique needs of those in Northwestern Ontario.

This year, we welcomed more than 400 new residents and many new staff at our expanded Hogarth Riverview Manor (HRM) site. The Town Hall offers a warm welcome to those entering and it often bustles with music and life as residents and their loved ones congregate for conversation and social activities. Though construction is not yet finished, Hogarth Riverview Manor has become a warm, caring space that supports residents in living well with dignity.

Over the span of our strategic plan, we saw the doors open at Sister Leila Greco Apartments, a 132-unit supportive housing building, as well as the groundbreaking for St. Joseph's Hospital site's East Wing, which has been designed in collaboration with client and family partners to deliver leading and evidence-based practices in mental health care.

In Addictions and Mental Health, our innovative programs and services have been advanced through our Psychosocial Rehabilitation and Recovery model of care. In this report, you will learn more about the award-winning Team Werks Co-Op Program as well as the youth-led rebranding of the Utturn program which, this year, captured the attention of Her Excellency Sharon Johnston during her tour of Northwestern Ontario.

Seniors' Health at St. Joseph's Care Group continues to evolve and improve. With the introduction of the Confusion Assessment Model (CAM) for delirium screening, we are able to identify delirium sooner and assist our clients better. We are supporting the region through our Regional Behavioural Health Services which includes a mobile outreach program that supports staff in long-term care homes to assess and respond to dementia-related behavioural issues, thus helping people stay in their home community whenever possible.

Care Compassion Commitment

Rehabilitative Care and Chronic Disease Management reaches far and wide into the homes and lives of our clients and out into the region by leveraging partnerships and technology. Clients are actively participating in their own care with clinicians acting as coaches to reduce symptoms and improve quality of life in chronic disease self-management. Through the Ontario Telemedicine Network, we are bringing face-to-face care conferencing to the homes of clients, reducing the need for travel for care and treatment. Innovative pilot projects such as Diabetes Point of Care Testing brought technology to the community, providing clients and diabetes counselors with immediate results that showed the effectiveness of care programs.

At the core of all that we do are the people we serve and the people who serve. We choose to act and interact with Care, Compassion and Commitment; our Core Values are representative of St. Joseph's Care Group as an organization. We are living a client-centred model of care, bringing clients and their families together with staff and management at all levels, including the design of how we engage: the client-centred model of care. We take our culture seriously, and have adopted a "Just Culture" philosophy to build a physically and emotionally safe environment for staff and clients alike.

We extend our sincere appreciation to our staff, physicians, management team and volunteers, including our client and family partners, whose actions and efforts result in St. Joseph's Care Group's reputation for excellence in care.

We thank St. Joseph's Foundation of Thunder Bay and the Auxiliary to St. Joseph's Care Group for their continued support that is so crucial to sustaining and evolving the delivery of care as we strive to meet the unmet needs of the people of Northwestern Ontario.

For their foresight, guidance and dedication, we recognize the Board of Directors and Leadership Team for their commitment to realizing our Strategic Plan and steadfast adherence to our core values. On their behalf, we also thank the Catholic Health Sponsors of Ontario whose consistent support has been invaluable as we continue the healing mission of Jesus in the tradition of The Sisters of St. Joseph of Sault Ste. Marie.

It has been a busy year as we wind down the existing strategic plan. We look forward with anticipation and excitement to the launch of our next strategic plan and the continuation of the journey that began more than 130 years ago.



Linda Pauluik
Chair, Board of Directors



Tracy Buckler
President & CEO



Geoffrey Davis, MD
Chief of Staff

Chief of Staff Message

The Medical Advisory Committee has met on a regular basis throughout 2015 and 2016 and reports on a monthly basis to the Board of Directors of St. Joseph's Care Group. The work of the Medical Advisory Committee includes oversight of the physician, nurse practitioner and dental healthcare 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. Seda Rafilovich, Complex Care and Chronic Disease Management; Dr. Jack Haggarty, Addictions and Mental Health; Dr. Hassan Elsheriff, Rehabilitative Care; Dr. Kristie Skunta and Dr. Jonathan Koo, Seniors' Health; and our Family Practice Lead, Dr. Gordon Milne. They have been invaluable members of the Medical Advisory Committee.

Over the last year we have faced several challenges with a changing healthcare system. Dr. Jack Haggarty has been an exemplary Lead working with Janet Sillman, Vice President Addictions & Mental Health, in implementing the changes suggested in our Psychiatric Services Review. This has stimulated the strengthening of partnerships and recruitment of medical specialists at St. Joseph's and Thunder Bay Regional Health Sciences Centre as they move to a more seamless, accountable and integrated healthcare delivery model.

At the same time Meaghan Sharp, Vice President Seniors' Health, has been working with Dr. Kristie Skunta in one of the largest healthcare moves in long-term care as we opened Hogarth Riverview Manor Expansion. They have both worked tirelessly in this task and continue to raise the bar in improving the standard of care delivered to our long-term care residents. Bravo!

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 & Chronic Disease Management; Janet Sillman, Vice President Addictions & Mental Health; Scott Potts, Vice President Infrastructure & Planning; and Myrna Holman, Vice President People, Mission & Values. It continues to be a pleasure working with these dedicated professionals.

Geoffrey Davis, MD, Chief of Staff

CHSO Report



It is with great pride that I serve as your designate to our sponsoring organization Catholic Health Sponsors of Ontario (CHSO). Long before Canada had universal healthcare, Catholic religious congregations, including our own Sisters of St. Joseph, founded health organizations to provide care and treatment for the forgotten, the poor, and the vulnerable. CHSO was founded in 1998 and provides sponsorship to 21 healthcare organizations to continue the Sisters' Mission, and serve as a strong voice for this legacy and healing ministry.

My role as your designate is to ensure two-way communication between CHSO and the St. Joseph's Care Group Organization. My reports to CHSO provide an opportunity to highlight our successes, challenges, and any emerging issues. CHSO, in return, has an important leadership role to support the diverse Catholic community uniting into a single voice for patients, their families, and particularly the vulnerable. In the 2015-2016 year, CHSO has developed a CEO Recruitment Guideline as one of the core documents in the CHSO Sponsorship Manual. They also continue to work with CHSO member organizations and Founding Congregations on issues of asset transfer and identification of stable patrimony (church property).

CHSO has issued a statement on medically assisted death. It continues to work to ensure new government policy and regulations allow for the best palliative care possible, ensure that a religious organization is not required to provide a service that is contrary to its mission and values, and to include a protocol for safe transfer of care when a person chooses to receive care elsewhere.

On February 4th, 2016, CHSO met with seven of eight LHINs with CHSO member organizations. The purpose of the discussion was to provide a clear understanding of Catholic healthcare and its relevance today, the role of sponsorship, and a desire for Catholic healthcare to be part of a high-quality integrated health system.

In closing, I bring warm greetings from the Catholic Health Sponsors of Ontario. We thank you for your dedicated service and pledge our continued support as we go forward in our mission that is rooted in the healing Ministry of Jesus.

Kindest regards

A handwritten signature in dark ink that reads "Barbara Spadoni".

Barbara Spadoni
CHSO Designate for St. Joseph's Care Group

Auxiliary Report

President Daniella Hacio called 2015 a year of celebration, change, challenge and collaboration for the Auxiliary to St. Joseph's Care Group.

We formally celebrated 120 years of the service in June as we acknowledged our roots and pledged our ongoing support to the Care Group. To commemorate this event, the redesigned plaque honouring Presidents of the Auxiliary was commissioned and is displayed in St. Joseph's Hospital.

Changes have occurred within the Auxiliary Executive with positions restructured and new ones incorporated so that we are better able to make best use of our volunteers' valuable time and expertise. In an effort to increase our presence in the community, a new member is dedicated to maintaining our new Facebook page. Expanding our Christmas Bazaar and changing the location to the Italian Cultural Centre will increase awareness and sales. Each change brings with it an opportunity to grow and magnify the support we are able to provide.

Certainly the construction challenges faced during this year have affected the size of the donation we were able to make, but some of the interim strategies have helped to ease the losses. Returning the Hospital Gift Shop to the main entrance at St. Joseph's Hospital has been an effective way to improve visibility while other strategies in play at Hogarth Riverview Manor will ensure that the Auxiliary Gift Shop will not be forgotten during The Link construction.

As a member of St. Joseph's Family, the Auxiliary is strengthened by and is grateful for the advice, support and encouragement of the Board of Directors, President and CEO Tracy Buckler, the Leadership Team, and the entire staff of St. Joseph's Care Group. It is our collaborative efforts that fulfill our mission statement. We look forward with anticipation to a future filled with possibilities.

Respectfully submitted,



Sylvia Kayzer
Auxiliary Board Representative



From Breaking Ground to Ground-Breaking Care



What a long way we've come! Four years ago, our Strategic Plan set out ambitious goals to redefine much of our physical environment for the better health, safety, and enjoyment of our tenants and residents. In fact, our capital project at Hogarth Riverview Manor is one of the largest long-term care building projects in Ontario.

It's thrilling now at the end of that Strategic Plan to see it all coming together. Perhaps the most exciting part is to watch our care facilities grow into a little community of their own. When The Link is completed in 2016, it will connect Sister Leila Greco Apartments, which opened in 2013, with the expanded Hogarth Riverview Manor, opened earlier this year. We are creating spaces that people love to call home with gathering places for residents to meet, entertain, and be entertained.

The Link represents a symbolic connection, too. Now, in one complex, we are able to offer long-term care across the spectrum from as-needed supportive care designed to encourage independent living to a 24/7 progressive seniors' care program – the first of its kind in Ontario.

It's amazing to think that we've gone from stages of planning to ground breaking to people moving into their new homes, all during one Strategic Plan. Of course, we're not done yet.

In 2017, the East Wing addition to St. Joseph's Hospital will be complete, allowing us to move forward with our new Specialized Mental Health Rehabilitation Program.

Although our construction projects are changing the face of SJCG, they are not changing our heart. Our mission and values have essentially been the same since The Sisters of St. Joseph of Sault Ste. Marie opened St. Joseph's Hospital in 1884. We continue to provide a client-centred approach to caring for body, mind, and spirit, while meeting the unmet needs of our region.

Sister Leila Greco Apartments

This innovative supportive housing facility for seniors encourages independent living but provides a range of support and healthcare services as needed.

Hogarth Riverview Manor

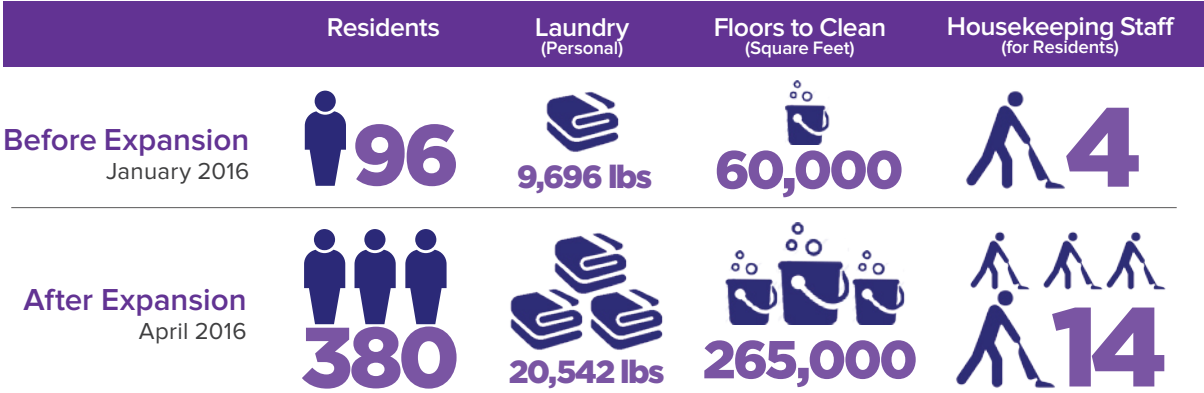
On completion, HRM will have 544 long-term care beds and features a new Town Hall atrium on the main floor where residents can gather, watch shows, and play music.

East Wing, St. Joseph's Hospital

The East Wing, which will open in 2017, will be home to our new Specialized Mental Health Rehabilitation Program. Client and Family Partners have contributed to the design as part of our commitment to client-centred care, and will continue to work with us as we prepare for our move to the East Wing.

The Numbers Tell the Story

It's no secret that Hogarth Riverview Manor has grown this year. But what does that mean for the organization and our ability to care for residents? Here are some numbers from housekeeping that tell the story:



SJCG scored an 85.5% cleanliness rating organization-wide in 2015. This is among the highest in Ontario measured by staff survey responses on workplace cleanliness.



Benefits of Seniors' Services at St. Joseph's Care Group



ENABLING
MOVEMENT BETWEEN
BUILDINGS WITH EASE



**AMENITIES
FOR EVERYONE**

Pharmacy, Hair Salon, Healthcare Practitioners, Auxiliary Gift Shop, Coffee Shop, etc.



**INCREASED
QUALITY OF LIFE**

Centralized enhanced services provided to tenants, residents & visitors

Addictions and Mental Health

Treating the Whole Person

The focus of Addictions and Mental Health over the last four years has been to increase staff knowledge and skills, and to prepare for a smooth transition to our new Specialized Mental Health Rehabilitation Program. During that time, we've made important advances in several areas including developing our Psychosocial Rehabilitation and Recovery model of care (a more client-centred approach to care), enhancing collaborative withdrawal services at Balmoral Centre, and expanding our addictions and mental health services.

The final piece of this plan will be realized with the completion of the new East Wing of St. Joseph's Hospital in 2017, home to our Specialized Mental Health Rehabilitation Program.

Team Werks Co-Op Program Wins Spirit Award

Team Werks is a business-based, client-focused social enterprise. Its philosophy is that employment provides self-esteem as well as income. Participants in the nine business units gain job skills that are useful in any environment.

Team Werks Co-Op won a 2015 Co-operative Spirit Award from The Ontario Co-operative Association for "dedication to fostering an active and engaged membership by being a co-operative social enterprise, owned and operated by consumers of mental health and addiction services in Thunder Bay." John McFarland, who has worked in Team Werks for over a decade and is now its vice president, accepted the award on behalf of the program.

Also in July 2015, the Co-Op's Garden Werks division was featured as a Project SOIL Pilot and Participatory Action Research case study. Project SOIL is a three-year project investigating the viability of onsite food production at public institutions.

www.teamwerks.ca





Uturn Reaches More Youth

The recent rebranding of an existing partnership has helped reach more youth in need of services related to mental health and substance use. Uturn is a “virtual doorway” to programs integrated seamlessly across three different organizations: SJCG, Children’s Centre of Thunder Bay, and Thunder Bay Counselling Centre.

Originally called Integrated Youth Services, this partnership has been in place since 2002 to share resources and eliminate duplication of services. Youth were not aware of the program, thereby pushing the organizations to raise visibility in a youth-friendly manner. The program went through a rebranding process which included talking with youth themselves and creating a social media presence. The name “Uturn” came out of those sessions – the Uturn symbol is a social media icon that youth use to represent turning your life around (#sharehowUfeel).

Uturn offers several programs, including a prevention program for youth at risk and an enhanced outreach program in partnership with Dilico Anishinabek Family Centre.

Psychiatric Services Program Review a Success

Two years ago, SJCG conducted a review of psychiatry to improve access to care for people in Northwestern Ontario. That review identified several areas requiring attention, including recruitment and retention, HR management, workload management, and improving communications with other mental health care providers. Through 2015 and into 2016, a steering committee set specific goals and outlined strategies to reach them.

The plan is already seeing results. For example, the program has recruited three new psychiatrists and will add two more psychiatrists in the summer of 2016. Further, five Northern Ontario School of Medicine grads plan to do their residency in psychiatry in part because of their psychiatric services rotation, and may choose to return here to practice.

Other advances last year include personal computer videoconferencing (PCVC) through the Ontario Telemedicine Network (OTN). Now clients and psychiatrists can connect from anywhere with a high-speed Internet connection for faster telepsychiatry services when needed most.

Seniors' Health

Innovations in Seniors' Care

We've continued to develop a senior-friendly culture and improve seniors' health in a number of ways. Perhaps the most visible are the new residences including Sister Leila Greco Apartments, opened in 2013, and the Hogarth Riverview Manor Expansion, which opened in January 2016. These residences represent a new approach to long-term care, providing flexible options for seniors and their families that encourage independence and provide support when needed.

Other improvements include several evidence-based approaches to seniors' care such as a Geriatric Medicines Service for those with complex needs and a new Geriatric Assessment Program (GAP) that helps seniors stay in their own home. We have also streamlined the program to make access to care easier for seniors and their families, and we have become the North West LHIN's Regional Lead for Seniors' Care.

Behavioural Supports Unit Moves to Hogarth Riverview Manor

The Behavioural Supports Unit moved to its new location at Hogarth Riverview Manor in February 2016. The Daffodil Resident Home Area is a 32-bed unit (16 Acute and 16 Transition) to help residents with behavioural problems associated with dementia reintegrate into a long-term care setting.

Some residents with dementia can display aggressive behaviour caused by their disease. Working with family members in a team environment, staff at Daffodil identifies "triggers" that cause stress and anxiety for the resident and then works to develop strategies to avoid those triggers. This provides better care for the resident and a safer work environment for staff.

SJCG-led Regional Behavioural Health Services also manages a mobile outreach program that supports clients with dementia-related behavioural issues and their care homes throughout the North West LHIN to help them stay in their home communities for as long as possible.





Sister Leila Greco Apartments (SLGA): A Modern Model of Assisted-Living

This modern assisted-living facility provides another option for seniors who would like some help but do not need all the services of long-term care. Most tenants live active lives in the community, enjoying church, camp, and all the other family and social activities they wish. SLGA also plans outings and entertainment – recently, Elvis impersonator Daylin James performed for tenants and staff.

The 132 one-bedroom apartments are fully accessible and the building itself has several amenities designed to enrich the day-to-day living experience of the tenants. These amenities will be enhanced with the completion of The Link, adding a café, pharmacy, and other services. Depending on their needs, tenants can access a range of services from meal plans, housekeeping, and laundry to bathing, personal care, and one-to-one support.

SLGA represents a new approach to a supportive housing community and is expected to be a model for other assisted-living and integrated service facilities.

HRM Focuses on Independence for Seniors

Helping seniors maintain independence is one of the most important aspects of Seniors' Health. The new Hogarth Riverview Manor (HRM) Expansion is thoughtfully designed to support residents as they continue to live their own lives.

The physical building certainly plays a large role. The modern facility, accessible rooms and open activity spaces create a real sense of community. Multi-denominational spiritual care is available, and residents will soon have further onsite amenities such as a café, pharmacy and other services. Partnerships are important, too. Of course, there are the partnerships with family to ensure the best care for their loved ones. A number of support organizations work with SJCG clients, including VON nurses for foot care, Saint Elizabeth for physiotherapy and occupational therapy, and even hairdressers so SJCG can provide a full spectrum of health care and personal services.

Volunteers are vital to helping SJCG provide a beautiful home-like environment at HRM and assist where needed.

Rehabilitative Care and Chronic Disease Management

Improving Quality of Life

People with chronic disease are living longer lives, and now SJCG is helping our clients live better lives, too. Over the last four years, SJCG has adopted the Stanford Chronic Disease Self-Management Program. In this model, healthcare providers take on the role of coaches and teachers rather than be “in charge” of a client’s care plan.

The changes have been overwhelmingly positive. Self-management of chronic disease leads to self-reliance, self-empowerment, and ultimately a better quality of life for our clients. Based on its success, this model of care is being adapted to other SJCG programs. Technology is also improving care, particularly for our regional clients – services such as OTN’s Telewound program increase access for clients for better outcomes.

Assessing Delirium to Improve Seniors’ Care

Delirium is a common problem among older adults, especially in care settings. Symptoms including disorientation and confusion are associated with an increased fall risk, prolonged hospital stays, and a greater need for long-term care. Delirium can also worsen the symptoms of dementia, sometimes irreversibly.

A new screening tool launched at St. Joseph’s Hospital helps identify delirium so clients can get care faster. The Confusion Assessment Method (CAM) is accurate and can be administered by a nurse in five minutes. The greatest advantage is that once delirium is identified, the care plan can be changed to address it. For example, picture signs can be placed on bathroom doors to help guide clients who may become disoriented. It’s a way to help seniors be more independent and retain their dignity.

Using CAM, nurses identified six episodes of delirium within the first six months. All SJCG inpatient units will be using the tool by the end of 2016.





Improving Care for Diabetes Through Partnerships and Technology

SJCG's Diabetes Health Thunder Bay (DHTB) program has greatly improved diabetes care in Northwestern Ontario over the last five years through partnerships and technology. The Ontario Telemedicine Network (OTN) allows patients in the region to access specialized, "face-to-face" diabetes care by videoconferencing. In 2015, DHTB introduced secure Personal Computer Videoconferencing (PCVC) through OTN for convenient access for clients from home.

The Point of Care Project is a good example of strong partnerships. Working with the North West LHIN and healthcare organizations across the region, DHTB provided kits for rapid Hemoglobin A1c testing. This simple finger-poke test is more comfortable for the client and provides accurate, on-the-spot results. Speed is especially important for remote clinics including those on First Nations. Rather than book a follow-up appointment weeks or months later, healthcare professionals can provide immediate feedback to the client to adjust their diabetes care plan as needed for better long-term results.

Chronic Disease Self-Management Provides Client-Centred Care for Better Results

The largest shift in chronic disease management over the last five years has been the philosophy of self-management. Research shows that clients who actively participate in their own health care – with the clinician acting as coach – tend to have better results including reduced symptoms and better quality of life.

SJCG has taken a leadership role in the region, working with the North West LHIN to bring together organizations working with chronic diseases to form a regional steering committee. The committee meets regularly to share information, measure results, and coordinate care. Internally, the SJCG Wellness Committee continues to develop and improve the chronic disease self-management model of care across the organization.

People, Mission and Values

Defining Client-Centred Care

New buildings often symbolize change, growth, and renewal. That has certainly been the case for SJCG over the course of the last four years. We've examined what the term "client-centred care" means to SJCG, and how we can improve our services to meet that definition.

Our culture of care has changed as a result. For example, our new residences put the emphasis on independence to support our clients as they live longer, fuller lives. Care plans are shifting towards self-management which leads to better health outcomes. We have expanded and strengthened partnerships with other healthcare agencies, and improved the physical environment for our clients and staff.

These changes align with our basic philosophy of care: providing our clients with quality care and meeting their unmet needs.

SJCG Becomes BPSO Candidate

On April 1, 2015, the Registered Nurses Association of Ontario (RNAO) recognized SJCG as a Best Practices Spotlight Organization (BPSO) candidate. The BPSO program helps healthcare organizations launch best practice guidelines in different areas of nursing care. SJCG identified five guidelines to implement: Establishing Therapeutic Relationships; Caregiving Strategies for Older Adults with Delirium, Dementia and Depression; Screening for Delirium, Dementia and Depression in Older Adults; Prevention of Falls and Fall Injuries in the Older Adult; and Strategies to Support Self-Management in Chronic Conditions: Collaboration with Clients.

Marissa Agostino, a fourth-year Lakehead University BScN student, helped to start putting the guidelines into practice last year. "It's amazing to see what changes nurses can make with the tools and knowledge of the Best Practice Guidelines," she said.

Our goal is for SJCG to achieve BPSO Designation status in all five areas in three years' time.





Working at SJCG

In line with the Ministry of Labour standards, SJCG works to provide a safe environment for staff, free from harassment and violence. Collaborating with our employees and unions we have conducted workplace violence assessments. The reality of our work means that staff can be put in harm's way when interacting with some of our clients and residents. These assessments are a great example of SJCG, our unions and employees, coming together to put processes in place to keep clients and our staff, safe every day.

Our Wellness Committee was responsible for the development of a "Mental Health in the Workplace Policy" to assist SJCG in meeting the National Standard of Canada for Psychological Health and Safety in the Workplace. Working in conjunction with our Joint Occupational Health and Safety Committees, we also designed questions for our Employee and Physician Survey which measures mental health in the workplace.

As the third largest employer in Thunder Bay we pride ourselves on being an employer who cares for our employees and strives to make this an exceptional place to work.

Hogarth Expansion Brings Over 400 New Faces to SJCG

With the expansion at Hogarth Riverview Manor from 96 beds to 416, SJCG welcomed 370 new clinical and non-clinical staff (housekeeping, personal support workers, administration, food service, etc.).

We were pleased with the number of applicants from exceptional staff who previously worked at the City of Thunder Bay's two long-term care facilities that closed.

With that many new staff, we ran orientation and clinical training classes continuously for 14 weeks. Staff members weren't the only new faces. Volunteer Services recruited 122 volunteers who contributed 2,200 hours over a two-month period. The volunteers helped with packing, unpacking, and welcoming residents to their new home.

Infrastructure and Planning

Building a Greener Tomorrow

The environment we live in affects everyone's level of health. That's why SJCG has taken advantage of the Leadership in Energy and Environmental Design (LEED) certification program. This best practice model of construction and renovation helps us and our contractors build "greener" buildings. Not only does this reduce our impact on the environment, it also helps save energy costs.

Improving our infrastructure goes beyond our capital projects and the physical environment. We have made other improvements over the last five years of our Strategic Plan including electronic medical records (EMR) for quicker access to client charts across the organization, and a Quality Improvement Plan (QIP) to enhance care. One result of our QIP was that rehabilitation stay for a hip fracture reduced from 37.5 days to our target of 28 days last year.

Indigenous Health Working Group Contributes to the Design of East Wing

Much of the planning of SJCG's construction projects comes from members of our Client and Family Council. Shirley Slipperjack is part of the Working Group which is contributing to the design of a welcoming environment for all people in the new East Wing of St. Joseph's Hospital. Shirley volunteered to participate in the discussions with the architects.

Some of their ideas include adding a round room into the design (the circle is a spiritual symbol in Indigenous culture), and painting with the colours of the Medicine Wheel – Red, White, Yellow, and Black – representing all cultures.

Shirley said that she is proud of the work accomplished so far, and grateful to be a part of the process. She hopes to help with other areas of SJCG planning in the future.





Northwest Supply Chain Provides \$769,000 Net Savings to SJCG in 2015

The Northwest Supply Chain (NSC) started in 2011 as a joint venture between SJCG and the Thunder Bay Regional Health Sciences Centre to reduce costs. By merging the two supply chain management departments, their collective buying power allows the organizations to benefit from greater purchasing savings than could have been achieved otherwise.

Eleven other hospitals in Northwestern Ontario have joined since its launch, and in May 2016, NSC announced that member organizations had saved \$21.1 million in total. SJCG had a net savings of \$769,000 in 2015 alone. For all organizations, that saved money can be put towards other important areas of healthcare.

NSC also provides distribution services, warehousing, data management, clinical product consultation, and post-contract administration for the organizations.

SJCG a Leader in LEED Certification and “Green” Construction

The health and wellness of people are connected to a healthy environment. That’s been the core philosophy of SJCG as we pursue LEED (Leadership in Energy and Environmental Design) certification, which recognizes sustainable buildings, for our recent capital projects.

SJCG is a leader in green buildings in Thunder Bay. In 2011, the Sister Margaret Smith Centre was the first building in Northwestern Ontario to receive LEED Gold certification. More recently, Sister Leila Greco Apartments received LEED certification, while the Hogarth Riverview Manor Expansion and the addition to St. Joseph’s Hospital should receive Silver and Gold certification respectively. (The certification process doesn’t start until after construction is completed.)

LEED buildings help reduce energy costs and provide a healthier environment for clients, visitors, and staff.



L to R: Terry-Lynn Miettinen, Bishop Fred Colli, Tracy Buckler, Ray Halverson, Naomi Abotossaway, Sister Alice Greer, Dr. Geoff Davis, Linda Pauluik (Chair), Larry Lovis, Maureen Brophy, Allan Prenger, Meaghan Sharp, Sister Cecily Hewitt, Dick O'Donnell, Barb Spadoni, Sylvia Kayzer

Board of Directors 2015/2016

Linda Pauluik	Chair
Maureen Brophy	Vice Chair
Gary Johnson	Past Chair
Larry Lovis	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
Sister Alice Greer

Representatives of The Sisters of St. Joseph of Sault Ste. Marie

Barb Spadoni

Representative of the CHSO

Bishop Fred Colli

Bishop

Allan Prenger

Representative of St. Joseph's Foundation of Thunder Bay

Members

Naomi Abotossaway
Ray Halverson
Terry-Lynn Miettinen

Honourary Members

Don Caron
Guy O'Brien
Dick O'Donnell

Leadership Team

Tracy Buckler	President & CEO
Dr. Geoff Davis	Chief of Staff
Myrna Holman	Vice President, People, Mission & Values
Kim Callaghan	Director of Communications, Engagement & Client Relations
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: Kathleen Lynch, Janet Sillman, Myrna Holman, Geoff Davis, Tracy Buckler, Scott Potts, Kim Callaghan, Meaghan Sharp

Financial Statements








Statement of Operations

in thousands of dollars

Revenue

	2016	2015		Percent
North West Local Health Integration Network	\$119,737	\$116,480		80%
Accommodation Co-Payment	\$6,133	\$5,384		4%
Program Fees and Rentals	\$4,161	\$4,091		3%
Amortization of Deferred Contributions Related to Capital Assets	\$1,854	\$1,846		1%
Other Recoveries	\$18,811	\$17,467		12%
Total	\$150,696	\$145,268		

Expenses

	2016	2015		Percent
Amortization of Equipment, Buildings and Leaseholds	\$4,937	\$4,599		3%
Drugs	\$1,259	\$1,105		1%
Interest on Long-Term Debt	\$910	\$595		1%
Medical and Surgical Supplies	\$1,365	\$1,416		1%
Medical Staff Remuneration	\$8,038	\$8,019		5%
Salaries and Benefits	\$106,944	\$102,604		71%
Supplies and Other	\$27,126	\$25,311		18%
Total	\$150,579	\$143,649		

Excess of Revenue over Expenses \$117 \$1,619

Moving Forward



“If you are truly committed to client and family engagement, you create opportunities for clients and families to be involved, and that’s what SJCG is doing.”

Kris Quaid, Client and Family Partner

Thanks to our last Strategic Plan, St. Joseph’s Care Group is now in a great position moving forward to provide excellent care to our tenants, residents and clients. Our construction projects are certainly the most visible of our changes over the past four years. Construction continues on The Link between Sister Leila Greco Apartments and Hogarth Riverview Manor to be completed in 2016, and our new East Wing addition to St. Joseph’s Hospital in 2017.

Equally important, though, are the new models of care we are building: the shift to a self-management approach to chronic disease management, the progressive seniors’ health

program at Hogarth Riverview Manor, the use of technology such as Telemedicine, and our evolving approach to client-centred care to name a few. These evidence-based approaches lead to better outcomes and a better quality of life for our clients and residents.

We’ve also incorporated clients and their families more fully into the planning of our care services. SJCG is proud to work together with our Client and Family Partners to design programs and spaces with and for the clients we serve. These volunteers have an “insider’s perspective” to our programs and services. Who better to help plan our care programs than the people who use them? Already, their input has been invaluable in helping us guide programming and even design our capital projects.

There is so much more to come! We are laying out our new Strategic Plan, which we will announce later in 2016. We are looking forward to building upon our past successes and continuing to develop our unique model of client-centred healthcare.



ST. JOSEPH'S CARE GROUP

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