



ST. JOSEPH'S CARE GROUP

Annual Report 2016-2017

www.sjcg.net



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.



Care Compassion Commitment



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St. Joseph's Care Group is pleased to make its documents available in alternate formats to meet accessibility needs. Please contact us at: accessible@tbh.net, by phone at 807-768-4455, or by mail at SJCG Communications, 35 Algoma Street North, P7B 5G7.

Message from Board Chair and President & CEO Message

Here for You When You Need Us. That's the name and theme of our 2016-2020 Strategic Plan - summarizing who we are at St. Joseph's Care Group and what we do. When the Sisters of St. Joseph arrived in 1884, they immediately saw the unmet needs and sought to serve the people of our community and region. In the 133 years since, our mandate continues; to understand the needs of the people and communities that we serve and adapt our programs and services to provide safe, high-quality health care for body, mind, and spirit.

This year marks the first year of our new Strategic Plan, and we have many highlights to share:

In June, St. Joseph's Care Group, especially the residents of Bethammi Nursing Home and their families, received the good news that Bethammi would remain open. This home was slated to close when construction of Hogarth Riverview Manor was complete. Combined, St. Joseph's Care Group will have 656 long-term care beds in service to our region.

After nearly a decade of work at our Lillie Street location, we are delighted to advise that Sister Margaret Smith Centre, Sister Leila Greco Apartments and Hogarth Riverview Manor are all complete. We welcome the public to The Link, a vibrant community hub between Sister Leila Greco Apartments and Hogarth Riverview Manor, containing Janzen's Pharmacy, Robin's Donuts, a hairdressing shop, and other services such as a hearing centre. In addition, the Auxiliary to St. Joseph's Care Group's Gift Shop will soon be opening in The Link.

Construction of the East Wing at St. Joseph's Hospital is nearly complete. This 100,000 square foot addition will help to realize our vision of providing rehabilitation (physical or mental health) in one location. This project will bring to life specialized mental health rehabilitation where clients will participate in their care in a home-like setting filled with natural light and green spaces as they gain the skills and supports needed to live well in the community with mental illness.

Being "Here for You When You Need Us" means more than simply delivering programs; it also means validating that we are on the right track. We work with Client & Family Partners to co-design programs, services and spaces, and to hire our staff. We seek client and family input through Client Satisfaction Surveys, and we heard that 98% of clients felt respected and 94% rated their quality of care as good or excellent. We voluntarily sought an external agency, Accreditation Canada, to perform an independent assessment of our organization against standards of excellence. St. Joseph's Care Group was awarded Accreditation with Exemplary Standing, meeting 100% of required practices for quality, safety and risk.



This is the final Report to the Community for Linda Pauluik as Board Chair. We welcome Maureen Brophy to the role as of September 2017.

It has been a year of great progress with far too much to cover in this brief introduction. We welcome and encourage you to read on and learn more about the work underway at St. Joseph's Care Group. In closing, it is with sincere and humble appreciation that we thank our clients and their families, our partners, our people, our Board of Directors and our funders as we continue on this journey set in motion by the Sisters over 130 years ago.

A handwritten signature in black ink, appearing to read "Linda Pauluik".

Linda Pauluik
Chair, Board of Directors

A handwritten signature in black ink, appearing to read "Tracy Buckler".

Tracy Buckler
President & Chief Executive Officer



Linda Pauluik - Chair, Board of Directors



Tracy Buckler - President & Chief Executive Officer

Message from Chief of Staff

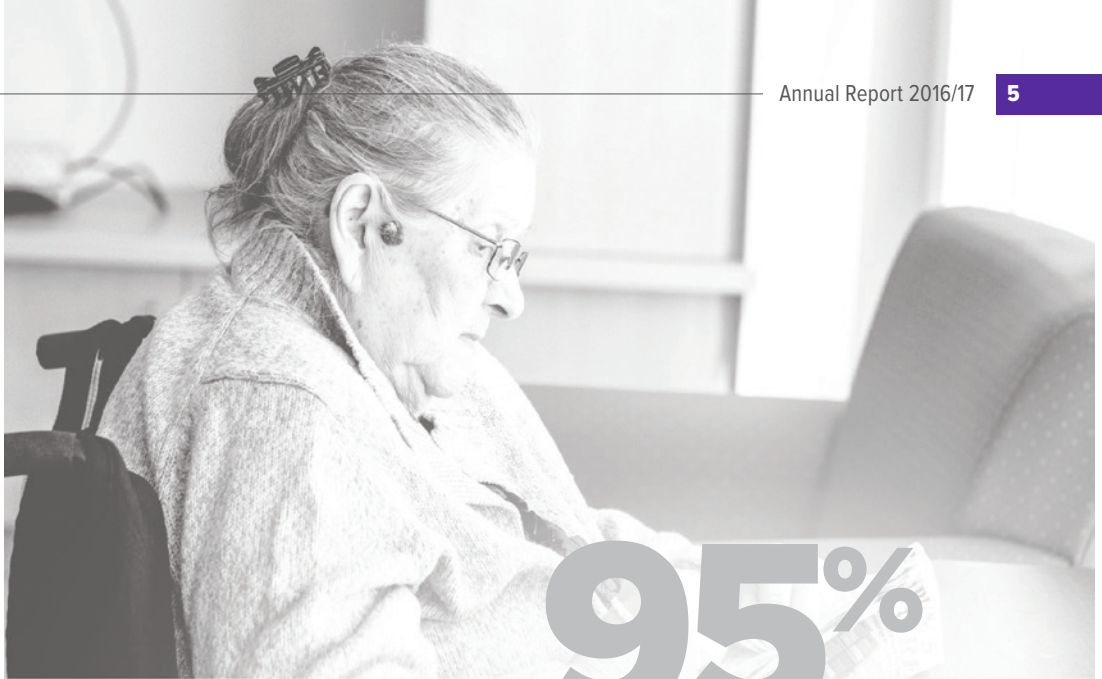


Geoffrey Davis, MD - Chief of Staff

The Medical Advisory Committee has met on a regular basis through 2016 and 2017 and reports on a monthly basis to the Board of Directors of St. Joseph's Care Group.

Members of the Committee include Dr. G. Davis (Chair), T. Buckler, Dr. K. Skunta, Dr. S. Allain, Dr. P. deBakker, Dr. F. Denson, Dr. Hanan ElSherif, Dr. J. Haggarty, Dr. W. Hettenhausen, Dr. J. Koo, Dr. T. Bon, M. Holman, K. Lynch, S. McAllister, and J. Sillman.

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 critical events in the future.



95%

**Had things explained in
a way they understood**

- 2016 Client Satisfaction Survey Stat

We are indebted to our Senior Medical Directors, Dr. Peter deBakker, Complex Care & Chronic Disease Management; Dr. Jack Haggarty, Addictions & Mental Health; Dr. Hanan ElSherif, Rehabilitative Care, Dr. Kristie Skunta and Dr. Jonathan Koo, Seniors' Health.

All three of these clinical divisions have seen significant growth and increased demands. In long-term care, and with the expansion of Hogarth Riverview Manor, we have hired new physicians and worked to increase safety, follow evidence-based guidelines and standardized care. The establishment of the Seniors' Health Quality Safety and Risk Committee has been very effective in meeting our goals of improved safety and quality of care.

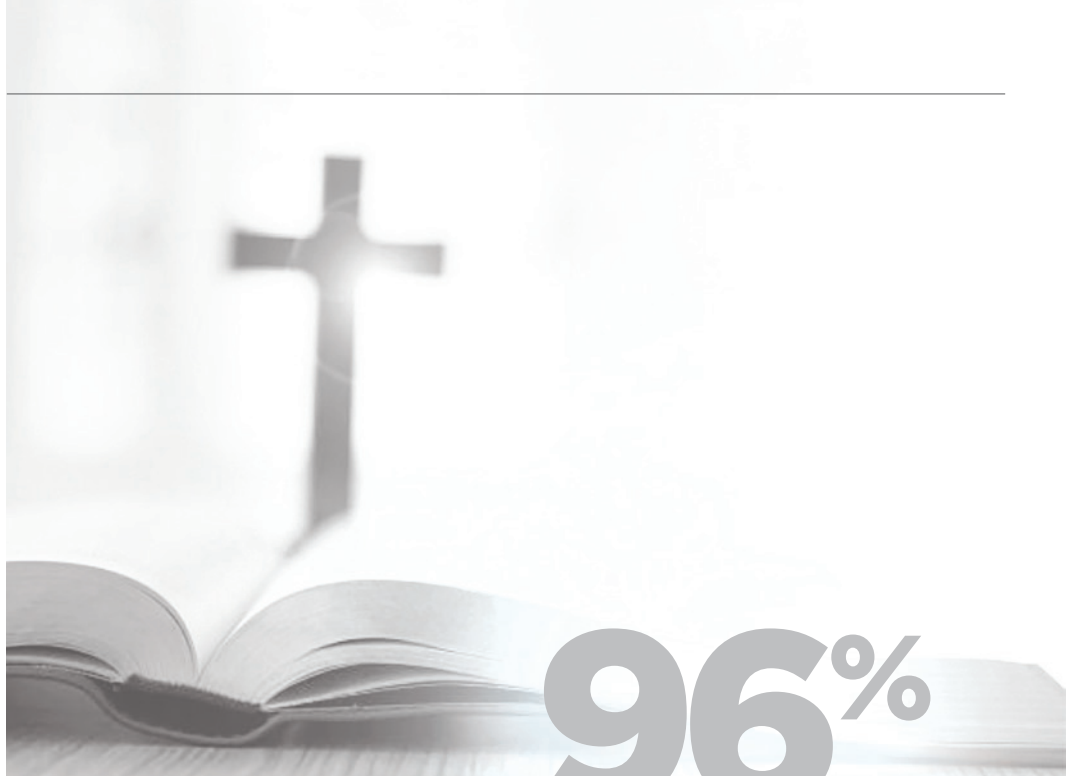
Throughout the organization using new tools such as the Delirium Screening Tool and various communication tools as well as Care Stream Models have been very effective.

In Addictions & Mental Health we continue to implement the recommendations of the Psychiatry Services Review. Chronic Pain Management has seen significant growth as we work to become an ECHO hub, a lead for education and clinical services in our region. Access to mental health services has shown significant improvement.

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. It continues to be a pleasure working with these dedicated professionals.

Geoffrey Davis, MD
Chief of Staff



96%

**Would recommend
SJCG's programs to others**

- 2016 Client Satisfaction Survey Stat

CHSO Report



**Catholic Health
Sponsors of Ontario**

It is with great pride that I bring greetings from the Catholic Health Sponsors of Ontario. CHSO was formed in 1998 to continue the health care mission of the founding Sisters and to serve as a strong voice for this legacy and healing ministry.

As your designate, it is my responsibility to provide two-way communication between St. Joseph's Care Group and the Catholic Health Sponsors of Ontario. My reports to CHSO provide an opportunity to highlight our successes and challenges and ensure that the values of Catholic health care direct our policies and actions.

CHSO, in turn, has an important leadership role to support and unite the diverse Catholic community and serve as a single voice for patients, their families and in particular the vulnerable. In the 2016-2017 year, CHSO has developed several policies that guide our actions and mission. They have included the updating of Guidelines for Recruiting, Interviewing & Recommending Board of Directors, new guidelines, Mission Statements and Catholic Identity, Guideline for CEO Succession Planning and Approval of Major Financial Decisions.

In the upcoming year, CHSO will undertake the process of identifying the gaps that may exist between the CHSO Bylaw Template and the existing Bylaws of each CHSO organization.

CHSO will continue to provide a clear understanding of Catholic health care and its relevance in the Province of Ontario, the role of sponsorship, and a desire for Catholic health care to be part of a high-quality integrated health system. We thank you for your ongoing support.

Respectfully submitted,

Barbara Spadoni

CHSO Designate for St. Joseph's Care Group



Auxiliary Report

We are happy to report that 2016 – 2017 was a very successful and engaging year for the Auxiliary. Experienced and dedicated volunteers played a large role in this success.

During this time, we have navigated through a period of construction activity as well as changes to the Auxiliary Executive. The restructuring of our organization will be complete in summer 2017. All of our efforts from now on will focus on increasing our yearly donation to St. Joseph's Foundation by concentrating on the success of our gift shops, our Nevada ticket sales and our monthly Bingos.

Moving the Gift Shop and Nevada booth to its new location at St. Joseph's Hospital has improved visibility and has contributed to an increase in sales. Social media was used extensively to promote events and products in our gift shop.

A generous donation of just over \$24,000.00 was made to St. Joseph's Foundation at the Annual General meeting held in February. The Crystal Butterfly, a unique pop up gift shop selling jewelry and scarves at Hogarth Riverview Manor, met its fundraising goal. The Crystal Butterfly donated \$15,000.00 on behalf of the Auxiliary. We are very grateful to Margot Thoms and her many dedicated volunteers at The Crystal Butterfly.

Our visibility in the community received a boost this year when we partnered with St. Patrick's High School's woodworking department. With hardware and wood supplied by the Auxiliary, the students took on the construction of the new cabinetry for our Hogarth Riverview Manor Auxiliary Gift Shop. This resulted in great savings to the Auxiliary, and will be put to great use in the new gift shop.

The Auxiliary is grateful for the guidance and support provided by the Board of Directors, President & CEO Tracy Buckler, the Leadership Team and the entire staff at St. Joseph's Care Group. The Auxiliary in turn pledges its full support as you strive to provide compassionate and holistic care and services to the people of Northwestern Ontario.

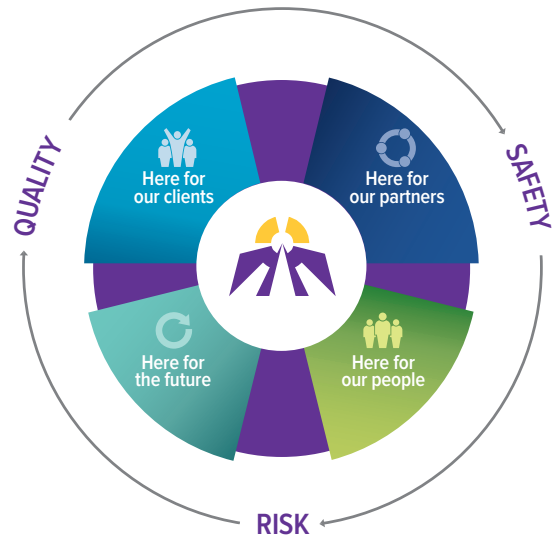
Respectfully submitted,

Mary Provenzano
Auxiliary Board Representative

Our Strategic Priorities

Here for You When You Need Us:

St. Joseph's Care Group is proud to continue providing client-centred care in a way that is sustainable and meets the needs of the people that we serve: we are here for you when you need us. Our role is to deliver high quality services in Addictions & Mental Health, Rehabilitative Care & Chronic Disease Management, and Seniors' Health, and to support our local and regional partners in these areas.



Our Strategic Priorities fall under four key Strategic Directions:



Here for Our Clients

We will address unmet needs through our programs and services



Here for Our Partners

We will collaboratively define our role in the provision of care for our communities



Here for Our People

We will work to advance our culture and continue our caring mission with our staff and volunteers



Here for Our Future

We will plan for continued financial sustainability



St. Joseph's Care Group Accredited with Exemplary Standing

St. Joseph's Care Group has been awarded Accreditation with Exemplary Standing by Accreditation Canada. To achieve Exemplary Standing, the highest level of Accreditation awarded, an organization must go beyond the requirements of Accreditation Canada and demonstrate excellence in quality improvement in health care.

"For the second time in a row, we have achieved Accreditation with Exemplary Standing," said Tracy Buckler, President & CEO of St. Joseph's Care Group. "The Staff and Management of St. Joseph's Care Group take great pride in delivering safe, high-quality care to the people of Northwestern Ontario, and it is a proud moment when an organization like Accreditation Canada recognizes what we do."

Accreditation Canada is an independent, not-for-profit Canadian organization that assesses health care and social services organizations against standards of excellence. The process of Accreditation is voluntary. It helps health care organizations

improve quality and safety by independently assessing organizations against those standards.

"Accreditation assesses the entire organization from front-line staff and volunteers, to Board members, clients, residents and their families," explained Buckler, noting that the on-site Accreditation Surveyors met with client and family representatives specifically to hear firsthand about their care experience. "To be recognized with Exemplary Standing validates the work that we do each and every day as we serve our clients with care, compassion and commitment."





Care Stream Model at St. Joseph's Hospital

St. Joseph's Hospital provides care to a broad range of inpatient and outpatient clients whose needs range from rehabilitative care to complex medical care. As client needs change, so must the way that care is delivered to make the best use of existing buildings and spaces as well as the resources to deliver that care. Nothing exemplifies that more than the changes made over the past year to where and how services are delivered at St. Joseph's Hospital, and as with any successful change, you never do it alone.

"Clients and families have the right to provide input on issues that impact them, and in this case, it meant moving a number of clients to different floors and locations within the hospital," said Kathleen Lynch, Vice President of Rehabilitative Care & Chronic Disease Management. "That's why we held a number of sessions to gain feedback and insights, and invited client and family partners to join working groups that guided the implementation of what we call a Care Stream Model."

In December 2016, a team of staff, volunteers and family members worked together to move more than 70 clients to their new care locations. According to Gail Brescia, a Client & Family Partner, "Each client is unique and this type of move was not only physically challenging, but it had an emotional impact as well. By involving clients, families and friends in this transition, it opened up the opportunity for better two way conversation and a better understanding for everyone involved."

Clients will continue to receive the high-quality care they expect from St. Joseph's Hospital. "Our clients are why we're here," said Tracy Buckler, President & CEO of St. Joseph's Care Group.

"These changes have helped us to focus on individual care needs in a way that is client-centred, improves the care experience, is sustainable, and is rooted in quality and best practice."

Care Stream Model - How We're Here For You





Connecting for Care and Comfort

OTN Fracture Clinics

Clients at St. Joseph's Hospital who need follow up at Thunder Bay Regional Health Sciences Centre's Fracture Clinic can now complete their appointment via videoconference. Through the Ontario Telemedicine Network (OTN), clients are able to attend their appointment virtually from the comfort of their room without need for travel.

"Using videoconferencing technology to access specialized services made sense," said Janine Black, Director of Inpatient Services with St. Joseph's Hospital. "Clients, along with members of their care team such as physiotherapists and nurses, are able to see the orthopaedic surgeon together. Not only is the client more comfortable, but it also means improved information sharing and more holistic care."

This innovative partnership not only benefits clients; it also reduces the need for non-urgent transportation and escorts to accompany clients to and from appointments.

Launched Mid-2016

40
OTN FRACTURE CLINIC
APPOINTMENTS





98%

Felt Respected

- 2016 Client Satisfaction Survey Stat

Building Regional Capacity for Palliative Care

St. Joseph's Care Group has been appointed by the North West LHIN as the lead organization for regional palliative care in Northwestern Ontario. Providing safe and effective palliative and end-of-life care in a region that spans nearly half of the province's total landmass is something that can only be achieved through strong, compassionate partnerships.

The Regional Palliative Care Program brings together key system partners who deliver palliative care and works with them towards improved coordination of palliative care service delivery, including providers who deliver care in remote First Nations communities. "We have care providers who are spread out across the region and across settings of care," explains Jill Marcella, Coordinator of the Regional Palliative Care Program.

"Our goal is to work with these partners in order to find the best way to meet the needs of clients and their families living with a life-limiting or terminal illness, regardless of where they live."

Community palliative care programs have been established at eight local health hubs across the region. Needs are identified at a local level, with the providers of care finding new ways to work together to meet those needs. Through funding from the Ministry of Health and Long-Term Care, 6 hospice beds have been co-located at hospitals across the region, further increasing the capacity for care closer to home.

Through telepalliation and teleconsultation, interprofessional care teams are able to access specialists for consultation and supports. A regional health care provider described these innovative resources as "helpful and informative" and a great resource for "education and planning with clients and families". An outpatient Palliative Care Clinic recently launched at St. Joseph's Hospital. As noted by Drs. Miller and Bezanson, the Clinic will improve quality of life to people living with non-cancer illnesses by providing a holistic approach to managing symptoms, setting goals for care, and supporting clients and families facing end-stage terminal illness.



89%

Felt involved in their care

- 2016 Client Satisfaction Survey Stat

Memory Clinics

We often hear that clients and their families are the ones trying to navigate the health system when they are facing medical issues. For people living with dementia, finding the right care can be challenging.

St. Joseph's Care Group, in partnership with the NorWest Community Health Centres and the Dilico Family Health Team, have jointly launched a Memory Clinic here in Thunder Bay. The Memory Clinics are a collaborative approach that allow for early assessment and subsequent development of individualized care plans together with clients and their caregivers to meet their immediate needs.

Lisa Petersen, Manager of Community Seniors' Health with St. Joseph's Care Group, is thrilled because she knows that early interventions can significantly improve quality of life. "This shared approach and partnership places the responsibility on us, as providers, to do the navigating, connecting the client with the right care and following them through their care journey."





Expanding Chronic Pain Management Program

The Chronic Pain Management Program at St. Joseph's Care Group has received an additional \$1.1 million dollars per year as part of Ontario's Opioid Strategy. Announced on November 4, 2016 by MPP Bill Mauro, Thunder Bay-Atikokan, this enhanced funding will benefit the people of Northwestern Ontario through increased access to the right care in the right place.

According to Tracy Buckler, President & CEO of St. Joseph's Care Group, "This funding has allowed us to enhance and expand the Chronic Pain Management Program, giving people more options and more access to alternative methods of managing chronic pain. What's important to our clients is having the knowledge and skills to self-manage chronic pain so that they can take back control of their lives and participate in the things that matter most to them." With this enhanced funding, St. Joseph's Care Group

will be able to offer more diversified program options to meet a range of client needs, and increase capacity by more than 1,000 visits per year.

**St. Joseph's Care Group
Received an Additional**

\$1.1 Million

**PER YEAR AS PART OF
ONTARIO'S OPIOID STRATEGY**



Sustainability – LEED™ Certification for Hogarth Riverview Manor

The Canada Green Building Council's LEED Certification recognizes buildings that achieve energy and water efficiency, and use environmentally-friendly materials. In 2017, Hogarth Riverview Manor was awarded LEED Silver Certification.

Hogarth Riverview Manor joins the ranks of St. Joseph's Care Group's other LEED certified buildings: the Sister Margaret Smith Centre with LEED Gold Certification, and the Sister Leila Greco Apartments with LEED Silver Certification. Tracy Buckler, President & CEO of St. Joseph's Care Group, says on the topic: "As one of the city's largest organizations, we have a corporate responsibility to

all citizens of our community. This responsibility includes reducing our environmental footprint to support the long term sustainability of resources. We are very proud to have earned LEED Silver Certification for Hogarth Riverview Manor."

To learn more about LEED Certification, visit www.cagbc.org



LEED Highlights at Hogarth Riverview Manor



Heating and cooling controls to maintain temperatures within areas



Recirculation pumps to maintain hot water temperatures, reducing the need to reheat



GPS-based exterior lighting that turns on and off according to sunrise and sunset



Heat recovery units to recirculate warm air that would otherwise exit the building



Swales to control and collect runoff from the roof and drains allowing water to slowly reabsorb into the ground



High efficiency filters for cleaner air





96%

Saw the Facilities as Clean

- 2016 Client Satisfaction Survey Stat

A Place for All Seasons – A Tradition of Care

The Sisters of St. Joseph of Sault Ste. Marie wisely recognized that the level of care people need as they age can change. In 1979, they opened St. Joseph's Heritage, which was coined as *A Place for All Seasons*. Connecting the PR Cook supportive living apartments with Bethammi Nursing Home, The Heritage became a community where people could live independently with supports, and when their care needs became greater, could transition to long-term care without ever changing their address.

In 2017, St. Joseph's Care Group saw the completion of Hogarth Riverview Manor, realizing a vision set in motion more than a decade ago and rooted deeply in tradition. The 132 unit Sister Leila Greco Apartments opened in 2013, offering a range of supports and services as needed. Work then began on expanding Hogarth Riverview Manor, a \$96-million dollar project that would eventually be home to 544 residents.

Sister Leila Greco and Hogarth Riverview Manor are joined symbolically and physically by The Link, an enclosed thriving community hub where residents and visitors gather to enjoy a Robin's Donuts coffee, visit the salon, and browse the shelves at Janzen's Pharmacy. Slated for closure on completion of Hogarth Riverview Manor, residents of Bethammi Nursing Home were

thrilled to learn that their home would remain open, as announced by MPPs Michael Gravelle and Bill Mauro in June of 2016. The Honorable Deepak Damerla, Associate Minister of Health and Long-Term Care stated, "I am pleased to announce that we will continue supporting long-term care capacity building in Thunder Bay through our investment in the Hogarth Riverview Manor Project and our renewed commitment to supporting Bethammi Nursing Home. Enhancing our long-term care homes is an important component of our plan to put residents first."

By the Numbers

656
LONG-TERM
CARE BEDS

St. Joseph's Care Group operates a total of 656 long-term care beds at Bethammi Nursing Home and Hogarth Riverview Manor

313
SUPPORTIVE
HOUSING UNITS

Between Sister Leila Greco and PR Cook Apartments, St. Joseph's Care Group offers 313 supportive housing units where people can live independently with dignity

Capital Builds – Reflecting on Nearly a Decade of Construction at Lillie Street

The completion of Hogarth Riverview Manor during the summer of 2017 brings to a close nearly a decade of construction at St. Joseph's Care Group's Lillie Street location.

SJCG By the Numbers

\$136.1
MILLION DOLLARS

Total capital investment in new buildings at SJCG's Lillie Street Location: \$136.1 million dollars (\$98M HRM, \$23M SLGA, \$15.1M SMSC)

2,200
STAFF

SJCG is growing, and is now the 3rd largest employer in Thunder Bay with more than 2,200 staff.





St. Joseph's Hospital East Wing Update

St. Joseph's Hospital is a rehabilitative care hospital, providing a broad range of inpatient and outpatient rehabilitative care. With the opening of the East Wing in 2018, St. Joseph's Hospital will truly treat the whole person by offering rehabilitative care for body and for mind.

The East Wing will be home to the Specialized Mental Health Rehabilitation Program and will include inpatient, outpatient and outreach services for people living with serious mental illness and co-existing issues including substance use and development issues, dual disorders and/or geriatric psychiatric illness.

Janet Sillman, Vice President Addictions & Mental Health, is a passionate advocate who is looking forward to a new era of care: "The provision of mental health care in a multiservice health care setting such as St. Joseph's Hospital supports this integration into 'mainstream health care' and will reduce the stigma and discrimination often experienced by consumers of mental health services and their families."

Project commenced in May 2015

65%

As of March 31, 2017, construction was 65% complete, with the balance of work being interior and landscaping

38

38 private rooms for inpatient clients in a homelike environment

43%

This 100,000 square foot addition increases the size of St. Joseph's Hospital by 43% for an overall total floorspace of 332,000 square feet.

On completion, there will be a covered walkway between St. Joseph's Hospital and Waterfront District Parkade

Work has begun on connecting the new space to the existing St. Joseph's Hospital



Clients and Families Help Select the Right Staff

Client and family engagement has become an expectation in health care. Decisions that impact the client experience should always be made with input from clients and families. Recently, St. Joseph's Care Group began involving clients and families in staff hiring processes. "A small group of Client & Family Partners (CFPs) have been trained to help select interview questions and participate in evaluating candidates," said Lynda Fares, Manager of Recruitment & Retention.

"Involving a Client & Family Partner in a recent hiring process was valuable," added Tom Shortreed, Director of Employee Relations, Safety & Wellness.

"Our client representative provided a different perspective which helped the panel as a whole determine each candidate's suitability for the position."

"I felt included in the process and that my opinions were valued," noted a Client & Family Partner who was recently part of a hiring panel. "I was glad to contribute to the process and satisfied to see that client input is a high priority for the Care Group."

Over the past year, Client & Family Partners have helped select six new managers.



93%

Felt culturally supported

- 2016 Client Satisfaction Survey Stat

59

CLIENT AND FAMILY PARTNERS

There are currently

59 Client & Family Partners currently registered with St. Joseph's Care Group

500

HOURS

They have shared

500 hours of their time to provide input on the way that care and services are delivered

21

SEPARATE COMMITTEES

Separate committees and councils had one or more Client & Family Partners

Client & Family Partners

actively contribute to capital projects, clinical program design, staff education, client satisfaction, accessibility, and enhancing culturally-appropriate care

On a provincial level

4

Client & Family Partners

Met with Health Quality Ontario's Patient, Family and Public Advisors Council to inform the development of a toolkit for engaging to enhance care in partnership with clients and families



Here for Our Future – Award-Winning Opportunities for Students

St. Joseph's Care Group was presented with the Employer Champion Award at the Ontario Cooperative Education Association conference. This award is presented in partnership by the Ministry of Education and the Provincial Partnership Council to recognize employers for their excellence in providing rich and engaging experiential learning opportunities to students.

St. Joseph's Care Group offers a wide variety of volunteer opportunities to individuals interested in developing new skills, exploring different careers, and assisting within the community.



2016/17

Board of Directors

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

Shelley McAllister
Chief Nursing Executive

Dr. Mark Thibert
President of Medical Staff

Mary Provenzano
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

Dean Jobin-Bevans
Jim Crooks
Naomi Abotossaway
Terri-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,
and Vice President Seniors' Health (Interim)

Kathleen Lynch
Vice President Rehabilitative Care
& Chronic Disease Management

Scott Potts
Vice President Infrastructure
& Planning and Chief Financial Officer

Janet Sillman
Vice President Addictions
& Mental Health

Kim Callaghan
Director of Communications,
Engagement & Client Relations







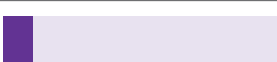
**Rated the quality of care
as good or excellent**

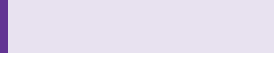






- 2016 Client Satisfaction Survey Stat

Financial Statements

Statement of Operations

(in thousands of dollars)

Revenue	2017	2016		Percent
North West Local Health Integration Network	\$133,890	\$119,737		79%
Accommodation Co-Payment	\$11,629	\$6,133		7%
Program Fees and Rentals	\$4,186	\$4,161		2%
Amortization of Deferred Contributions Related to Capital Assets	\$2,217	\$1,854		1%
Other Recoveries	\$18,609	\$18,811		11%
Total	\$170,531	\$150,696		

Expenses	2017	2016		Percent
Amortization of Equipment, Buildings and Leaseholds	\$6,964	\$4,937		4%
Drugs	\$1,153	\$1,259		1%
Interest on Long-Term Debt	\$1,637	\$910		1%
Medical and Surgical Supplies	\$1,407	\$1,365		1%
Medical Staff Remuneration	\$8,744	\$8,038		5%
Salaries and Benefits	\$122,900	\$106,944		71%
Supplies and Other	\$29,712	\$27,126		17%

Revenue over Expenses (\$1,986)



Care Compassion Commitment

For information, call (807) 768-4455
35 Algoma Street North, Thunder Bay, ON P7B 5G7

www.sjcg.net  

Annual Report to Our Community 2016-2017 is produced by the
Communications, Engagement & Client Relations department.

Cette information est disponible en français sur demande.