



# Annual Report

## 2018-2019







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.

Thank you to all clients, residents, tenants, staff and volunteers who are featured in photographs throughout this Annual Report.

## *Care Compassion Commitment*

### **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.





<b>Message from the Chair of the Board of Directors and the President &amp; CEO</b>	<b>6</b>
<b>Message from the Chief of Staff</b>	<b>8</b>
<b>CHSO Report</b>	<b>10</b>
<b>Auxiliary Report</b>	<b>11</b>
<b>Our Strategic Priorities</b>	<b>12</b>
<b>St. Joseph's Hospital Expansion Complete</b>	<b>13</b>
<b>St. Joseph's Hospital East Wing Project Highlights</b>	<b>14</b>
<b>Journey from Institution to Community</b>	<b>15</b>
<b>St. Joseph's Hospital School of Nursing – Remembering Our Past</b>	<b>18</b>
<b>Clean, Green &amp; Beautiful Award</b>	<b>20</b>
<b>Meeting the Need for Supportive Transitional Housing</b>	<b>22</b>
<b>Rehabilitative Care for the Region</b>	<b>23</b>
<b>Palliative Care That Respects Indigenous Practices and Traditions</b>	<b>26</b>
<b>North West Regional Seniors' Care Program</b>	<b>28</b>
<b>Education Helps Staff Thrive</b>	<b>30</b>
<b>Cultivating Culture Through Student Placements</b>	<b>31</b>
<b>Caring for Our Seniors – Growing the Next Generation of Workers</b>	<b>34</b>
<b>Board of Directors</b>	<b>36</b>
<b>Leadership Team</b>	<b>37</b>
<b>Financial Statements</b>	<b>38</b>

# Message from the Chair of the Board of Directors and the President & CEO

2018-2019 marks the fourth year of St. Joseph's Care Group's Strategic Plan "Here for You When You Need Us," and we are excited to share with you the work of the past 12 months.

The year began with the culmination of over a decade of capital builds that started with the construction of Sister Leila Greco Apartments, a new Sister Margaret Smith Centre, the expansion of Hogarth Riverview Manor, and finally the completion of the East Wing of St. Joseph's Hospital. We were honoured by the community with the 2019 Clean, Green and Beautiful Award presented by the Thunder Bay Chamber of Commerce for our Lillie Street Community, and we welcome you to read more about it in this Report.

Recognizing the need for greater capacity, we were able to open 2 additional Mental Health Rehabilitation beds at St. Joseph's Hospital, bringing total capacity to 40 beds. Partnership has led to the addition of 30 temporary housing beds for people living with addictions and mental health issues, which will open in summer of 2019.

In early 2019, St. Joseph's Care Group was named Northwestern Ontario's lead for Rapid Access Addiction Medicine (RAAM), expanding on the successes of two local RAAM clinics operated in partnership with the NorWest Community Health Centres. The year to come will see the fulsome establishment of this new regional program.

In long-term care, we continue to work in partnership with Thunder Bay Regional Health Sciences Centre to host 64 temporary transitional care beds at Hogarth Riverview Manor. Efforts continue to grow the number of Personal Support Worker staff through tuition assistance programs, and development of immigration and education pathways to fully staff our long-term care homes.

When you ask the staff of St. Joseph's Care Group what sets us apart, the answer is our culture. It is not something that we take for granted: through our education and wellness programs and more, our staff are supported to thrive as we live our Mission and our Values of Care, Compassion and Commitment every day. Focusing on the next generation, over 600 students completed over 940 placements across St. Joseph's Care Group's sites in 2018-2019, and we thank our staff for their leadership and guidance.

In June of this year, Maureen Brophy will conclude her term as Chair of St. Joseph's Care Group's Board of Directors. Stepping into the role of Board Chair will be Bishop Colli, and we look forward to his guidance as we embark on a refreshed Strategic Plan.

We are always changing and always Here for You When You Need Us, and that continues to hold true as we prepare, in collaboration with Northwestern Ontario's health care providers, for the development of Ontario Health Teams.

On behalf of the Board and Leadership of St. Joseph's Care Group, we extend our sincere appreciation to our staff and physicians, our clients and their families, and our partners. It's together with you that we are able to grow, change, and continue the tradition of The Sisters of St. Joseph of Sault Ste. Marie.



A purple ink signature of Maureen Brophy.

**Maureen Brophy**  
Chair, Board of Directors



A purple ink signature of Tracy Buckler.

**Tracy Buckler**  
President & Chief Executive Officer



# Message from the Chief of Staff

The Medical Advisory Committee reports on a monthly basis to the Board of Directors of St. Joseph's Care Group (SJCG). The work of the Medical Advisory Committee includes oversight of the physician, nurse practitioner and dental health care professionals that work at SJCG, and review critical incident reports on a regular basis to determine if there are changes that can be made to avoid any further critical events in the future.

Over the last year we have faced several challenges with a changing healthcare system. Dr. Jack Haggarty has been an exemplary lead working with Nancy Black, Vice President Addictions & Mental Health, in continuing to implement the changes suggested in our Psychiatric Services Review. The opening of the inpatient Mental Health Rehabilitation Program in the East Wing at St. Joseph's Hospital has been a major initiative, which has represented a significant advancement in comprehensive coordinated mental health care. We continue to work with our many partners in Northwestern Ontario with advancing care and introducing new technologies such as transcranial magnetic stimulation.

In Rehabilitative Care, we have increased the link between Spinal Cord Injury Ontario and SJCG. This will improve the client experience and transition to the community. Our telehealth and e-consultation service continues to expand. The Rehabilitative Care Team continues to be involved in regional, national and international meetings to improve rehabilitation and stroke care.

Doctors Koo and Skunta continue to lead Seniors' Health services at Bethammi Nursing Home and Hogarth Riverview Manor (HRM) with seven physicians attending at HRM and two at Bethammi. They recently hosted an education day, promoting *Choosing Wisely* resident care.



Complex Care and Chronic Disease Management has made progress in improving our regional coverage. We continue to offer telehealth, e-consult and regional physician support. With the opening of the East Wing and the relocation of outpatient services there has been greater collaboration with geriatric medicine and mental health services.

We continue to meet with the Medical Advisory Committee, the Board of Directors, Leadership Team and many members of SJCG in continuing to try to elevate the standard of care that we provide throughout the Care Group. I am indebted to our Senior Medical Directors, Dr. Peter de Bakker, Complex Care and Chronic Disease Management; Dr. Jack Haggarty, Addictions and Mental Health; Dr. Hannan El Sherif, Rehabilitative Care; Dr. Kristie Skunta and Dr. Jonathan Koo, Seniors' Health. These physicians lead our four core programs, and have been invaluable members of the Medical Advisory Committee.

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; Carolyn Freitag, Vice President, Rehabilitative Care; Lina Johnson, Vice President Seniors' Health and Nancy Black, Vice President Addictions & Mental Health. It continues to be a pleasure working with these dedicated professionals.

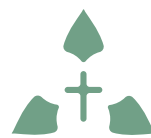
Respectfully submitted,

**Geoffrey Davis, MD,**  
Chief of Staff



**Geoffrey Davis, MD**  
Chief of Staff

# CHSO Report



Catholic Health  
Sponsors of Ontario

The Catholic Health Sponsors of Ontario (CHSO) assumes sponsorship of health organizations when religious orders and congregations are ready to move on to other missions. Today, CHSO sponsors 21 organizations that collectively provide programs and services across the continuum of care in 10 communities across Ontario. It is my privilege to serve as the CHSO Designate for St. Joseph's Care Group's (SJCG) Board of Directors.

As Designate, in addition to attending Board and committee meetings, I have two key reporting responsibilities. My first responsibility is to be available for monthly teleconferences. These teleconferences provide each Designate from all 21 organizations the opportunity to update information, share highlights related to each organization's activities and to engage in supportive dialogue. My second responsibility is to submit monthly Designate Reports to the CHSO Board. Each report includes an overview of the Organization's Activities, Sponsorship, Mission & Values, Governance, Financial Stewardship, Special Celebrations and Items (if any) related to Reserved Powers of the Sponsor.

Throughout 2018-2019, CHSO emphasized ethics as an element central to the identity of Catholic health care by referring to the Catholic Healthcare Ethics Guide. CHSO also referenced the work of Theologian John Glaser who states, "There are virtually no ethics free zones." In addition, "Awaken" introduced by Catholic Health Alliance of Canada (CHAC), which is at the heart of Catholic health care, promoted four pillars: Our Call to Serve, Our Culture of Encounter, Our Commitment to Social Justice, and Our Leadership Role. Bishop Fred Colli, Vice Chair of SJCG's Board of Directors, utilized the four pillars when he presented four sequential Board formation exercises. These pillars assisted SJCG's Board of Directors in evaluating its Mission. As well, the four pillars encourage SJCG's Board of Directors to preserve the legacy of the founding Sisters of St. Joseph.

As we move forward together in our mission, may we stay rooted in the healing Ministry of Jesus.

Respectfully submitted,

**Sister Alice Greer, CSJ**

CHSO Designate for St. Joseph's Care Group



**Sister Alice Greer, CSJ**

CHSO Designate for  
St. Joseph's Care Group

# Auxiliary Report

The Auxiliary to St. Joseph's Care Group's Board has been in a volunteer partnership with St. Joseph's Care Group since 2017, and we continue to oversee the operation of two gift shops located at St. Joseph's Hospital and The Link (between Hogarth Riverview Manor and Sister Leila Greco Apartments).

With a complement of active and dedicated volunteers to assist in the achievement of our goals, our fiscal direction continues to concentrate on increasing our yearly financial contribution to St. Joseph's Foundation of Thunder Bay. Earlier this year, a donation of \$ 40,000 was presented to this organization on behalf of the Auxiliary Board, reflecting our grateful thanks to the patrons and our complement of willing volunteers who continue to share, most generously, their time and talents.

We are extremely appreciative of Board members Dorothy Bechta and Mary Provenzano who continue to assume the leadership positions in directly managing the shops at St. Joseph's Hospital and The Link respectively. The other Board members for the 2019-2020 term include Gabe DeProphetis, Lauri McFarlane, Judy Muloin and newly appointed member, Pat Pearson.

The Auxiliary Board is grateful for the guidance and support provided by the Board of Directors, President & CEO Tracy Buckler, the Leadership Team and the entire staff of St. Joseph's Care Group. We, in turn, pledge our full co-operation and support, striving to provide compassionate and holistic care and service to the people of Northwestern Ontario.

Respectfully submitted,

**Eleanor Ashe**  
Auxiliary Board Representative

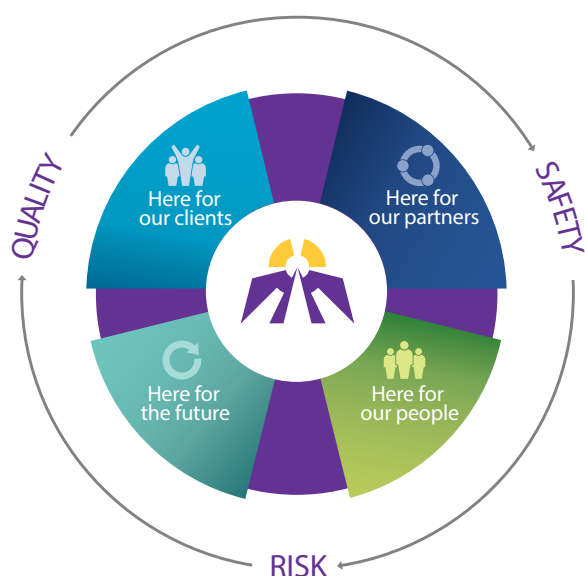


**Eleanor Ashe**  
Auxiliary Board Representative

# 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, 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 Hospital Expansion Complete

July 2018 marked a milestone in the journey from institution to community with the opening of the expansion to St. Joseph's Hospital and closure of Lakehead Psychiatric Hospital. The \$56 million expansion, known as the East Wing, is home to a new library, spaces for learning and gathering, a dental office, as well as the Mental Health Rehabilitation program for people living with a severe, persistent, chronic, and/or relapsing mental illness, along with other co-existing issues.

“

St. Joseph's Hospital is truly a rehabilitative care hospital. Bringing mental health rehabilitation together with physical rehabilitation means that clients receive care for body, mind and spirit in one place.”

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



## St. Joseph's Hospital East Wing Project Highlights

With a total budget of \$56 million dollars, the expansion of St. Joseph's Hospital provides:

- 40 private rooms for mental health rehabilitation as well as common living and dining spaces
- Home to other programs and services including Seniors' Outpatient Services, Dental Services, Library Services, Human Resources, Financial Services, Corporate Learning, Research Services, Collaborative Practice, Purchasing and Material Distribution
- A 16-space Accessible parking lot adjacent to a new Main Entrance
- A covered walkway from the Waterfront Parkade to the Main Entrance
- New spaces for visiting, including a gathering place with a living wall
- New signage for easier navigation
- Safe outdoor spaces
- Spiritual Gathering Lodge
- Additional meeting rooms



# Journey from Institution to Community

## History

In the early 1970s, Lakehead Psychiatric Hospital provided care for over 1,100 inpatients and 100 outpatients living with mental illness. Today, through advances in medications and treatments, we serve 40 inpatients and over 1,000 outpatients.

The Health Services Restructuring Commission (1996) directed SJCG to accept governance and management of Lakehead Psychiatric Hospital, operate and manage a 40-bed “longer-term mental health rehabilitation program” on the St. Joseph’s Hospital site, and close the Lakehead Psychiatric Hospital.

Expansion of community-based programs, supportive housing, and the newly-opened East Wing at St. Joseph’s Hospital were pivotal in truly moving care for people living with mental illness from institution to community. Here’s how we met that need in preparation for the closure of Lakehead Psychiatric Hospital in July 2018:

## St. Joseph’s Health Centre

St. Joseph’s Health Centre opened in 2007 to provide outpatient programs previously located at Lakehead Psychiatric Hospital.

The Health Centre grew in 2018 to occupy a second space inside Victoriaville Shopping Centre. The expansion, known as St. Joseph’s Health Centre South, provides outpatient programs and services such as Peer Connections, Employment Options, TeamWerks Co-operative, and Project ECHO.



## Mental Health Supportive Housing

St. Joseph's Care Group operates four high support and two medium support homes, supporting 60 clients to live successfully in the community.

## Mental Health Rehabilitation Program at St. Joseph's Hospital

Located within a mainstream hospital setting, the Mental Health Rehabilitation Program is similar to supportive living environments in the community. However, the level of care and support can be increased or decreased as a client needs change throughout the program. This enhanced environment aligns with the psychosocial rehabilitation model of care which is a best practice in mental health, and contributes to overall increased personal wellness and quality of life for clients.

### What is Psychosocial Rehabilitation?

- Compassionate and respectful care is experienced in each and every client encounter
- Each client's cultural traditions, personal preferences, values, lifestyle and expressed needs are respected
- Supports people to live a full life (regardless of the setting), while learning to manage and live with ongoing symptoms and illness
- Conveys hope and respect through all stages of each person's journey
- Focuses on each person's strengths and capacity to learn and grow
- Supports clients to participate in and "lead" the establishment of treatment and life goals

Before completing their inpatient stay, clients work with staff to develop a plan for success on returning to the community whether that is home with supports, or to medium or high support housing.



## Giving Back To The Community

The closing of Lakehead Psychiatric Hospital saw the end of an era of institutional psychiatric care. Though the building had reached the end of service, over 160 truckloads of furniture and fixtures were donated to local charities to help continue their work in the community, including:

- Habitat for Humanity ReStore
- MEMO
- Dorion Bible Camp
- Magnus Theatre
- Our Kids Count
- Branch 5 Legion
- Salvation Army
- Teen Challenge
- Roots to Harvest





## St. Joseph's Hospital School of Nursing – Remembering Our Past

As St. Joseph's Care Group has changed and grown, we have remained true to our values of Care, Compassion and Commitment. Nestled just inside St. Joseph's Hospital's new main entrance and East Wing, you will find commemorative artwork that pays tribute to that past by honouring the graduates of St. Joseph's School of Nursing which once stood on the site.

St. Joseph's Hospital School of Nursing first opened its doors 115 years ago, meeting the unmet need for more nurses to provide care to the people of Northwestern Ontario. At the heart of the nurses' residence was a terrazzo crest, designed in the 1950s by student Dorothy Santucci at the request of Sister Patricia (who later came to be known as Sister Margaret Smith).

Following the amalgamation of nursing schools in Thunder Bay in 1970, the nurses' residence became home to the Alcohol and Drug Abuse Clinic (later named for Sister Margaret Smith), and was adopted by clients as a symbol of their journey to recovery. To allow for expansion of services, a new Sister Margaret Smith Centre was constructed on Lillie Street. Before the former nurses' residence was demolished to make way for St. Joseph's Hospital's new East Wing, the School of Nursing Crest - weighing over 700kg - was carefully removed and preserved.

During Nursing Week in 2019, St. Joseph's Care Group welcomed St. Joseph's Hospital School of Nursing Alumnae, as well as the daughter of Dorothy Santucci, to a re-unveiling of the original School of Nursing crest which was inlaid in the new main entrance to St. Joseph's Hospital. Also present was Gerry Della Mattia who, as a young craftsman, built the terrazzo crest that looks as beautiful now as it did so many years ago.









# Clean, Green & Beautiful Award

St. Joseph's Care Group's Lillie Street Community – Sister Margaret Smith Centre, Sister Leila Greco Apartments and Hogarth Riverview Manor, as well as The Link and Behavioural Sciences Centre – was recently selected as the winner of the **Thunder Bay Chamber of Commerce - 2019 Clean, Green & Beautiful Award.**

From the earliest stages of planning, SJCG made sure that all involved recognized the importance of designing and constructing buildings that harmonized with and became part of the very fabric of the community. It was also important that the buildings be sustainable and minimize environmental impact now and for future generations.

The neighbourhood has welcomed St. Joseph's Care Group with open arms. The gym at Sister Margaret Smith Centre has been used for dances, weddings, and most recently, as a gym for Matawa students while their building is undergoing renovations. The grounds outside have been home to a number of Pow Wows, visitors to the gardens, and recreational activities in the open spaces. The Green Werks Garden and Healing Circle has and will continue to benefit the community through the donation of locally-grown fresh produce.

Hogarth Riverview Manor is one of Ontario's largest long-term care homes. Care was taken to make this large home feel like part of a vibrant residential community. People from the neighbourhood visit The Link, a corridor that joins Sister Leila Greco Apartments to Hogarth Riverview Manor, and take advantage of the amenities including a coffee shop, pharmacy, and hair salon.









# Meeting the Need for Supportive Transitional Housing

Right now, there are over 1,000 people on the waitlist for housing, and Thunder Bay's shelters are averaging 137% capacity. A joint partnership between the District of Thunder Bay Social Services Administration Board, St. Joseph's Foundation of Thunder Bay, St. Joseph's Care Group, Dilico Anishinabek Family Centre and Alpha Court, aims to help change that.

On completion in late summer 2019, plans for 30 new temporary transitional housing beds for people living with mental illness and addictions will become a reality. Temporary transitional housing supports people struggling with chronic homelessness to make positive change in a supported environment.

Operating 24 hours per day, 7 days a week, clients will have access to a range of programs and services provided by an interprofessional team comprised of nurses, psychotherapists, counsellors, physicians, and more. Care Plans will be developed together with clients, who voluntarily enter the program, to work towards their unique wellness goals while providing an extended stay in a stable environment.





## Rehabilitative Care for the Region

St. Joseph's Care Group's North West Regional Rehabilitative Care Program's (RRCP) vision is to develop an integrated rehabilitation system. "It's about access to rehabilitative care across the continuum regardless of where you live," said Denise Taylor. "We strive to improve not just access to care, but also how people transition between providers – inpatient, outpatient and to the community – in a way that meets the client's rehabilitative care needs."

2018-2019 was a busy year. The RRCP launched its new website: [rrcp.sjcg.net](http://rrcp.sjcg.net). The website is a resource for the public and for health care providers – one highlight is an interactive map that can be searched by community, region or care stream to see what visiting specialists, rehabilitation services or programs are available.

*Healthy Elders* through local exercise and falls prevention was the focus of a partnership with Eabametoong First Nation, North Caribou Lake First Nation, and Fort Severn. Made possible by a one-time \$100,000 Senior Community Grant from the government of Ontario, and in collaboration with the Victorian Order of Nurses and the Ontario Telemedicine Network, the objective was to create a sustainable program that could be replicated in remote communities across Northwestern Ontario.

A total of 15 exercise leaders within the communities received training to deliver exercise classes for body, mind and spirit. Ongoing support for the exercise leaders was provided via videoconferencing.

This year, over 100 classes were held with participation of 64 Elders in the three communities.

A comprehensive training program and video was developed in English, Ojibway, OjiCree and Cree.

Eabametoong First Nation purchased a recumbent stepper and videoconference equipment to support the exercise program now and in future.

An Occupational Therapist conducted home safety visits to help community members avoid falls and injuries through the installation of devices like grab bars and handheld showers.

An Elder who participated in the exercise and falls prevention program shared some advice: “I am so proud of the improvements I made as shown on my certificate. (My advice to Elders is) Never give up! Keep on going. Help yourself, even though we are aging we need to keep going. Its when you give up that you get stuck at home.”

Taylor reflected on the 2016 Regional Rehabilitative Care Plan: “A lot of people, communities, and organizations developed the plan, and it is just fantastic seeing it come to life. Health inequities are being addressed, we are implementing best practices across the region, and we’re coming together as providers to deliver the coordinated, high-quality, seamless care closer to home that people want.”

“

I am so proud of the improvements I made as shown on my certificate. (My advice to Elders is) Never give up! Keep on going. Help yourself, even though we are aging we need to keep going. Its when you give up that you get stuck at home.”

**Elder**







# Palliative Care That Respects Indigenous Practices and Traditions

“Palliative care is an approach to care and a very personal journey that takes place wherever the individual chooses,” said Jill Marcella, Manager of St. Joseph’s Care Group’s Regional Palliative Care Program (RPCP). “Planning and delivering care that is holistic and inclusive of family, community, language, traditions and culture – all are part of our identity, and part of what is so important to us at end of life.” For Indigenous persons living in remote communities, palliative care resources have not always been available at home, and care outside the community has not felt like home.

Responsible for the regional coordination of palliative care, Marcella said that the RPCP ties the work of the past year to SJCG’s strategic pillars:

- We are Here for Our Clients by promoting culturally-safe care through spaces that can accommodate a client’s family and community members to visit, and tablet technology for those who cannot travel to have time with their loved one;
- We are Here for Our People by offering advanced training in hospice and palliative care, including Indigenous Cultural Safety Training for both members of the RPCP’s Advisory Council and for palliative care facilitators throughout the region;
- We are Here for Our Partners by providing hospice and palliative care workers across the region with a 24/7 access line, based at St. Joseph’s Hospital’s Hospice Palliative Care Unit, where they can connect with specialists including Palliative Care Physicians who provide support and expertise that helps keep people in the community and close to loved ones; and
- We are Here for Our Future by building relationships with communities and service providers, working together to identify and prioritize palliative care issues that are reflective of the needs of Indigenous communities, and furthering the work of providing access to palliative care as close to home as possible.

For clients and their loved ones, being able to receive care in the community is important, and SJCG is helping to make that a reality. “We have care providers who are spread out across the region and across settings of care,” explains Marcella. “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. Our communities want to care for their residents.”



# North West Regional Seniors' Care Program

Established in 2017-2018 as the Regional Behavioural Supports Program, St. Joseph's Care Group continued its work as the North West Regional Seniors' Care Program. Currently in progress is a three year work plan designed by stakeholders from across Northwestern Ontario that includes development and implementation of a regionalized and coordinated service delivery for frail seniors, and developing capacity through the identification of existing geriatric expertise and services, supporting geriatric education, and facilitating knowledge transfer amongst health care organizations and professionals. The following are some highlights of the past year:

- With the support of the Regional Geriatric Programs of the Ontario Provincial Leaders Office, regional stakeholders convened for a one-day planning session called *Advancing Regional Specialized Geriatric Service Delivery Across the Northwest* to consider a future state and develop priorities for action in Regional Seniors Services
- In follow up to the planning day, clinical health service providers from across the region gathered for a one-day conference called *Introduction to the Comprehensive Geriatric Assessment: Best Practice for Supporting Frail Seniors* (Facilitated by Regional Geriatric Programs Ontario, Bruyère Continuing Care, and North East Specialized Geriatric Services Centre)
- In collaboration with Lakehead University's Centre for Education and Research on Aging and Health (CERAH) and in partnership with the Geriatric Education Collaborative, St. Joseph's Care Group hosted a conference called *Understanding Indigenous Perceptions of Dementia: Building Relations and Cultural Safety to Support Older Indigenous People and Their Loved Ones*
- Through funding from Behavioural Supports Ontario and delivered in partnership with CERAH, an education session called *Making Moments Count: Exploring How to Facilitate Meaningful Engagement for People Living with Dementia* with internationally-renowned speaker Dr. Al Power saw participation from across the region

The work of the Regional Seniors' Care Program will continue to focus on supporting better health outcomes for frail seniors in Northwestern Ontario. Alison Denton, the program's Manager, is grateful for the response and support of so many: "This first year has been the start of a journey. Clients, family members, health service providers, educational and provincial partners - so many have contributed and will continue to guide our work. Please accept our sincere appreciation."









## Education Helps Staff Thrive

Our staff care for our clients: Body, Mind and Spirit. It's important to us that we invest in our people, giving them the tools, skills and supports to grow their career and experience.

In addition to on-the-job training, St. Joseph's Care Group has four staff education and development programs:

1. The Central Education Fund
2. Advanced Academic Qualifications Assistance
3. Tuition Loan Program
4. Conference & Presentation Travel Award

In 2018-2019, we supported over 250 staff in professional and advanced academic development.

We also leveraged the Ontario Telemedicine Network to bring educational events to our staff, hosting more than 425 workshops in the past year.

# Cultivating Culture Through Student Placements

The Mission that began 135 years ago with the arrival of The Sisters of St. Joseph of Sault Ste. Marie is alive and well. It is a tradition that defines our culture, and it is our culture that attracts people to St. Joseph's Care Group.

With over 940 student placements in 2018-2019, our staff are actively contributing to the development of the next generation of workers. "This is about more than just learning to do the work," said Myrna Holman, Vice President People, Mission and Values. "Our staff share experience and give guidance on how to live our values of Care, Compassion and Commitment. Students return to us when its time to seek employment because of those values."

St. Joseph's Care Group also welcomed Grade 9 students to Take Our Kids to Work Day, and was host to a number of high school co-operative students over the year. High school students, alongside dedicated volunteers, give back through activities like portering, friendly visiting, and as giftwrappers for the "Santa to a Senior" Christmas initiative.





## Spotlight on the Nursing Preceptor Education Program

A nursing preceptor is an experienced nurse who teaches, demonstrates, and observes students while providing feedback and support. Their role is critical in creating positive and effective learning opportunities while concurrently providing client-centred care.

The Nursing Preceptor Education Program consists of three parts:

1. **Expression of Interest** – completed by potential preceptors, the application serves as a form of self-reflection (readiness to be a preceptor) and to match candidates with the preceptors.
2. **Preceptor Toolkit** – combined with 4 hours of classroom training, the toolkit reinforces teaching techniques, identification of learning styles, how to give feedback, as well as student activities and worksheets.
3. **Preceptor Checklist** – a list of tasks that must be completed before, during and after a placement for a complete learning experience.

Students preceptoring at St. Joseph's Care Group are able to move between a wide range of settings in Addictions & Mental Health, Rehabilitative Care and Seniors' Health, giving them a breadth of opportunity to explore and experience a range of nursing practices.







# Caring for Our Seniors – Growing the Next Generation of Workers

St. Joseph's Care Group has had the privilege of providing long-term care for over 40 years. Over the past few years, we have faced some unprecedented challenges particularly since opening the expanded Hogarth Riverview Manor (HRM) – one of Ontario's largest long-term care homes. We continue to work with a company experienced in operating large long-term care homes to make sure that residents continue to receive safe, high quality care in compliance with the Long-Term Care Homes Act (LTCHA).

Adequate staffing has been cited by the Ministry of Health and Long-Term Care as a specific concern, particularly Personal Support Workers (PSWs). The shortage of PSWs is not unique to Thunder Bay: it is a staffing shortage across the province in the long-term and home care sectors.



So what is St. Joseph's Care Group doing to attract caring, compassionate people to the career of Personal Support Worker?

## Tuition Assistance Program

Tuition can be a barrier to learning, and we sought to remove that barrier for people with a genuine interest in helping seniors to live well with dignity.

In partnership with local post-secondary institution, St. Joseph's Care Group is offering a tuition assistance program to qualified students consisting of a \$3,000 grant and a \$1,000 loan. Upon successful completion of the program, students will have guaranteed employment with St. Joseph's Care Group.

In 2018-2019, a total of 32 people benefitted from the Tuition Assistance Program.

Interested in career training as a Personal Support Worker? Visit [careers.sjcg.net](https://careers.sjcg.net)

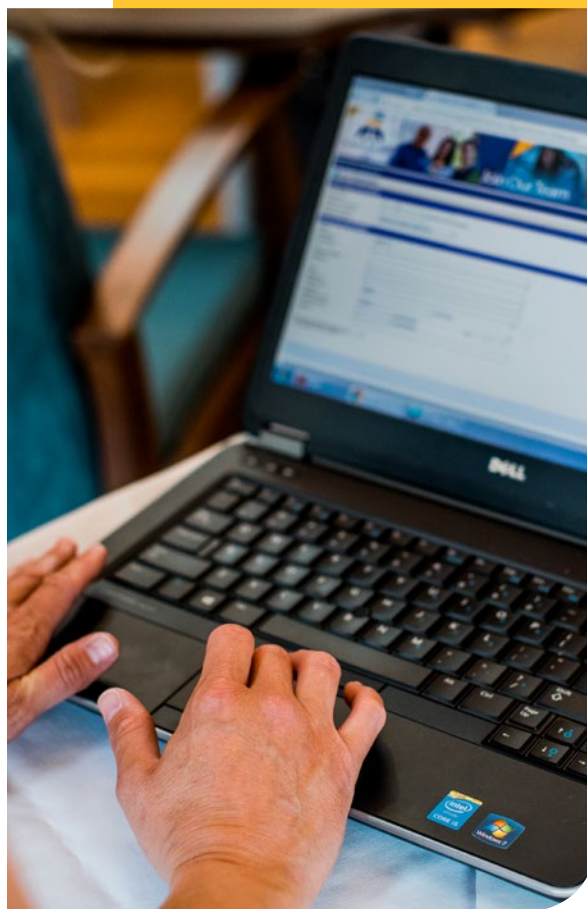


## Supporting Post-Secondary Students: Learn and Work

St. Joseph's Care Group offers flexible hours to post-secondary students enrolled in a qualified program (per the LTCHA) to work as PSWs during their education. This gives students work experience within long-term care, and supports them while they work towards their degree.

## Welcoming New Canadians

The vast majority of immigrant populations in Ontario live in the Greater Toronto Area. Through partnership with organizations like the Newcomers Centre of Peel (located in Mississauga), we are connecting with new Canadians to talk about our community and show the benefits of living in Thunder Bay. We partner with organizations like HealthForce Ontario to navigate the complexities of recruiting and certifying foreign-trained workers, and are working with a range of partners to address barriers to employment for foreign-trained healthcare professionals.



2018-2019

# Board of Directors

**Maureen Brophy**  
Chair

**Bishop Fred Colli**  
Vice Chair

**Linda Pauluik**  
Past Chair

**Gary Johnson**  
Treasurer

**Tracy Buckler**  
President & CEO

**Dr. Geoff Davis**  
Chief of Staff

**Shelley McAllister**  
Chief Nursing Executive

**Dr. Eric Davenport**  
President of Professional Staff  
Association

**Eleanor Ashe**  
Representative of the Auxiliary to  
St. Joseph's Care Group

**Sister Cecily Hewitt**  
Representative of The Sisters of  
St. Joseph of Sault Ste. Marie

**Sister Alice Greer**  
Representative of the CHSO and  
of The Sisters of St. Joseph of  
Sault Ste. Marie

**Tom Beck**  
Representative of St. Joseph's  
Foundation of Thunder Bay

## Members:

Naomi Abotossaway  
James (Jim) Crooks  
Susan Fraser  
Larry Lovis  
Terry-Lynn Miettinen  
Fernando Perez Gonzalez  
Roberta Simpson

## Honourary Members:

Don Caron  
Guy O'Brien  
Dick O'Donnell



**Left to Right:** Shelley McAllister, Roberta Simpson, Dr. Geoff Davis, Naomi Abotossaway, Tracy Buckler, Gary Johnson, Linda Pauluik, Sr. Alice Greer, Dick O'Donnell, Maureen Brophy, Susan Fraser, Sr. Cecily Hewitt, Terry-Lynn Miettinen, Eleanor Ashe, Bishop Fred Colli

**Absent:** Tom Beck, Jim Crooks, Dr. Eric Davenport, Fernando Perez Gonzalez, Larry Lovis



# Leadership Team

**Tracy Buckler**  
President & CEO

**Dr. Geoff Davis**  
Chief of Staff

**Myrna Holman**  
Vice President People, Mission & Values

**Lina Johnson**  
Vice President Seniors' Health

**Carolyn Freitag**  
Vice President Rehabilitative Care

**Nancy Black**  
Vice President Addictions & Mental Health

**Byron Ball**  
Vice President Infrastructure & Planning  
and Chief Financial Officer



**Left to Right:** Carolyn Freitag, Vice President Rehabilitative Care, Nancy Black, Vice President Addictions & Mental Health, Myrna Holman, Vice President People, Mission and Values, Kim Callaghan, Director Communication, Engagement & Client Relations, Tracy Buckler, President & CEO, Lina Johnson, Vice President Seniors' Health, Byron Ball, Vice President Infrastructure & Planning and CFO

# Financial Statements

## Statement of Operations

(in thousands of dollars)

Revenue	2019	2018	Percent
North West Local Health Integration Network	<b>\$140,990</b>	\$137,202	<b>78%</b>
Accommodation Co-Payment	<b>\$13,788</b>	\$13,165	<b>8%</b>
Program Fees and Rentals	<b>\$4,565</b>	\$4,399	<b>2%</b>
Amortization of Deferred Contributions Related to Capital Assets	<b>\$3,440</b>	\$2,327	<b>2%</b>
Other Recoveries	<b>\$18,074</b>	\$20,202	<b>10%</b>
<b>TOTAL</b>	<b>\$180,857</b>	<b>\$177,295</b>	<b>100%</b>

Expenses	2019	2018	Percent
Amortization of Equipment, Buildings and Leaseholds	<b>\$8,604</b>	\$7,178	<b>5%</b>
Drugs	<b>\$1,376</b>	\$1,143	<b>1%</b>
Interest on Long-Term Debt	<b>\$1,661</b>	\$1,728	<b>1%</b>
Medical and Surgical Supplies	<b>\$1,493</b>	\$1,438	<b>1%</b>
Medical Staff Remuneration	<b>\$7,768</b>	\$8,352	<b>4%</b>
Salaries and Benefits	<b>\$130,820</b>	\$125,718	<b>72%</b>
Supplies and Other	<b>\$30,019</b>	\$31,127	<b>16%</b>
<b>TOTAL</b>	<b>\$181,741</b>	<b>\$176,684</b>	<b>100%</b>





# Here for You When You Need Us

With Care, Compassion and Commitment, St. Joseph's Care Group provides holistic, safe, and client-centred care to the residents of Northwestern Ontario. Addictions & Mental Health, Rehabilitative Care, and Seniors' Health services are provided from multiple sites in Thunder Bay.

## **St. Joseph's Care Group**

Corporate Office  
Rehabilitative Care  
Chronic Disease Management  
Mental Health Services  
(807) 343-2431  
Toll free 1-800-209-9034

## **Balmoral Centre**

Withdrawal Management Services  
(807) 623-6515

## **Behavioural Sciences Centre**

Employer Support & Assessment Services  
(807) 623-7677

## **Hogarth Riverview Manor**

Long-Term Care  
(807) 625-1110

## **Sister Leila Greco Apartments**

Seniors' Supportive Housing  
(807) 625-1126

## **Sister Margaret Smith Centre**

Addictions & Mental Health  
(807) 684-5100

## **St. Joseph's Health Centre**

Outpatient Addictions & Mental Health  
(807) 624-3400

## **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  
(807) 768-4400



**ST. JOSEPH'S CARE GROUP**

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

[www.sjcg.net](http://www.sjcg.net)  

Annual Report to Our Community 2018-2019 is produced by the Communications, Engagement & Client Relations department.

Cette information est disponible en français sur demande.