



2019-2020



ST. JOSEPH'S CARE GROUP

Annual Report

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Mission

St. Joseph’s Care Group is a Catholic organization that identifies and responds to the unmet needs of the people of Northwestern Ontario, as a way of continuing the healing mission of Jesus in the tradition of The Sisters of St. Joseph of Sault Ste. Marie.



Vision

St. Joseph’s Care Group is 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

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

This is the final year of St. Joseph’s Care Group’s 2016-2020 Strategic Plan. The past four years have been an incredible journey as we concluded more than a decade of Capital Projects, closed the Lakehead Psychiatric Hospital, opened the expansion at St. Joseph’s Hospital and entered a time of health system transformation like never before. St. Joseph’s Care Group was designated as Regional Lead for Palliative Care, Rehabilitative Care, Seniors’ Care, Rapid Access to Addiction Medicine, and eConsult. Our Strategic Plan, ‘Here for You When You Need Us,’ served us well through our journey.

In this Report, we will focus on some of the initiatives unique to 2019-2020, including the appointment of our first Director of Indigenous Relations, the implementation of our leadership development program, ‘LEADS The Way,’ and talk about some of the partnerships and collaborations that are improving access to care.

Recognizing that the Strategic Priorities – Here for Our Clients, Here for Our People, Here for Our Partners and Here for Our Future – continue to ring true in our current health care environment, St. Joseph’s Care Group’s Board of Directors made the decision to refresh our Strategic Plan. We



Bishop Fred Colli



Tracy Buckler

are grateful to our staff, physicians, Client & Family Council, Community Engagement Councils, unions, health system and community partners for their time and input to our 2020-2024 Strategic Plan.

As our current Strategic Plan drew to a close, we were called to rise to a new challenge – responding to the COVID-19 global pandemic. Declared on March 11, 2020, the pandemic brought out extraordinary examples of how we live our values, including the establishment of an Isolation Shelter to support people who are homeless.

Though we are in a time where few things are ‘usual,’ we will continue to stand together – staff, physicians, volunteers, and students – always changing, always innovating, always Here for You When You Need Us.

Sincerely,

A handwritten signature in black ink, reading "Fred J. Colli".

Bishop Fred Colli
Chair, Board of
Directors

A handwritten signature in black ink, reading "Tracy Buckler".

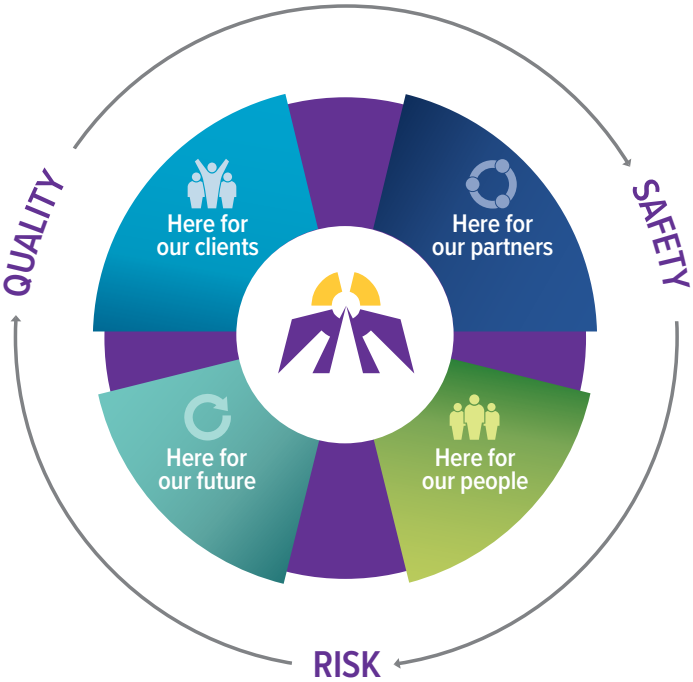
Tracy Buckler
President and Chief
Executive Officer



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

A Message from St. Joseph's Foundation

Because of your generous and thoughtful gifts, St. Joseph's Foundation of Thunder Bay was able to provide \$450,000 in support for capital equipment and programming for St. Joseph's Care Group.

Your financial support to our "A Picture is Worth a 1000 Words Campaign" provided a new ultrasound machine and upgraded x-ray equipment at St. Joseph's Hospital. In addition, we were able to support the purchase of blanket warmers, planter boxes for the gardens at Hogarth Riverview Manor, provide iPads for the televisitation program, and portable vital sign machines. These are just a few of the many initiatives that allow St. Joseph's Care Group to improve the quality of life for your loved ones.

In addition, your donations provided the much needed support to provide 352 gifts to clients in our facilities through the "Be Their Secret Santa" program. The *Be Their Secret Santa* program provides a gift to clients at Christmas time. Unfortunately, some clients do not have family to visit with them or have the ability to provide a gift for them at the holidays. The *Be Their Secret Santa* program provides clients with a gift bag of gifts as well as a visit from one of our "elves" on Christmas Day. Our clients are so thankful for your generosity and kindness.

On behalf of St. Joseph's Foundation of Thunder Bay we say Thank You, Merci and Miigwetch.



“St. Joseph's Foundation of Thunder Bay was able to provide \$450,000 in support for capital equipment and programming”

St. Joseph's Foundation of Thunder Bay



Care Pathways for Frail Seniors

Frailty is a medical condition of reduced function and health in older individuals. For many seniors, frailty is detected in the emergency department after a fall, sometimes two. Unfortunately, acute care admissions can lead to deconditioning, and for frail seniors or people with one or more chronic illnesses, that loss in function will be the difference between living independently to the need for more intensive supports – often in long-term care.

Enter the “Assessment Bed” pilot project, funded through the Ministry of Health’s *Transition Strategy*, which aligns with our Quality Improvement Plan’s indicator for reducing acute care wait time to rehabilitative care beds. Together with our partners at Thunder Bay Regional Health Sciences Centre (TBRHSC) and the Ontario Health North’s Home and Community Care, we focused on shortening the length of time it takes to transition from the emergency department to St. Joseph’s Hospital’s Geriatric Assessment Rehabilitative Care unit.



Through rapid access to intensive rehabilitative care for strengthening and reconditioning, clients were able to realize the maximum gains possible.

The initiative leveraged the senior care pathway developed to divert frail senior admissions from the emergency department, resulting in:

- Admission of 2% of clients directly from the emergency department through collaboration with the Geriatric Emergency Medicine Nurse at TBRHSC.
- Reduction in wait time for admission from acute to rehabilitative care from 7 days to 3, meeting the provincial target.
- Direct contribution to an overall 5% reduction in Alternate Level of Care days in Geriatric Assessment and Rehabilitative Care.

For clients, the Assessment Beds have given them confidence moving forward. According to one client: “I feel so much better now than when I was admitted. The therapy made me stronger and now I understand my disease better. I know my limitations in a way I didn’t before and am more aware of when I need to slow down. I am looking forward to going home in a much stronger state.”

Read on to learn more about how clients transition safely through Patient Oriented Discharge Summaries.



SPOTLIGHT ON

Patient Oriented Discharge Summary – PODS

St. Joseph’s Hospital clients benefit from a new format of easy-to-understand care instructions

To ensure our clients are ready to return home confidently, a standardized discharge planning tool – the Patient Oriented Discharge Summary (PODS) – and related processes were implemented on all four care units. PODS is an effective practice to transition clients home with or without home rehabilitation to support community-dwelling frail older adults and reduce the burden on emergency services, hospital emergency departments and acute care.

“Clients have always received care instructions when they’re discharged, but this is changing the process so the client can absorb it and ask questions before they leave,” says Denise Taylor, Manager of the Regional Rehabilitative Care Program at St. Joseph’s Care Group (SJCG). “It’s an effective

tool for better preparing clients and families for discharge, which helps decrease readmissions to the emergency department and overnight hospital stays.” Let’s take a closer look at how a PODS works.

It’s comprehensive

On average, 5 professionals are involved in creating each PODS, including medical doctors, registered nurses, physiotherapists, social workers or occupational therapists, depending on the client’s condition and needs. The goal of each PODS is for the client to understand five key pieces of information through the acronym SMART: **S**igns and symptoms to watch out for, **M**edication instructions, **A**ppointments, **R**ecommendations for community services or equipment, and **T**elephone numbers and other contact information.



Kate Melchiorre, Denise Taylor, and Mandy Byerley-Vita presented at CAHR’s 2020 Research Showcase, getting the word out about PODS

It’s clear

The language is simple. “For example, the PODS may say “someone needs to help you walk” rather than “assist required for ambulatory care,” says Mandy Byerley-Vita, a social worker at St. Joseph’s Hospital. In the Medications section, there are checkboxes to show whether a prescription is at the pharmacy for pick-up or it has been given to the client or family member. Other sections include Appointments I Have To Go To, Changes And Symptoms To Watch Out For, and I Live Out of Town.

It empowers clients and families

One section that came as a result of feedback is “Goals That I Achieved and Intend to Continue.” “We added this to promote self-management of chronic diseases,” notes Kate Melchiorre, an occupational therapist in Geriatric Assessment and Rehabilitative Care at SJCG. Clients receive their PODS a day or two before discharge to give them time to thoroughly read and understand it and ask questions.

It’s customized

SJCG worked closely with staff as well as a Client & Family Partners working group to make sure the forms made sense and were useful for clients and their families. The final PODS has four pages (as opposed to two at some other organizations) to

reflect the complex care needs that many clients have. There is also an addendum page, and clearly worded handouts about the client’s specific condition and needs (for example, symptoms of Chronic Pulmonary Obstructive Disease colour-coded by severity).

Does PODS work?

Both provincially and at St. Joseph’s Hospital, PODS are doing their job. Clients and family members report a better understanding of medications and feeling more involved in their care. Locally, 3.8% of clients had to go to the emergency room after they were discharged, compared to 11.6% pre-PODS—a drop of two-thirds. Similarly, overnight stays in the hospital dropped from 9.1% to 3.8%. Possible next steps include adapting PODS for outpatient clients, implementing PODS in regional hospitals and providing a summary for the client’s next care provider.

Peter Barr, an orthopedic client at St. Joseph’s, received his PODS when he was discharged in early February. “Each page was explained by my nurse and everything was made clear,” he says. “It helps to have all the information in a folder, all in one place. It explains what I need to know.”



Matawa Education and Care Centre – Collaboration For Student Success

The Matawa Education and Care Centre welcomes students from the Matawa First Nations to Thunder Bay, providing both education and accommodation. Located just steps from the Sister Margaret Smith Centre (SMSC), a collaborative partnership has been formed to support student success.

Based on the outcome and recommendations of the First Nation Youth Inquest, the following were identified needs of Matawa students that were attending school in Thunder Bay:

- Youth that are attending Matawa Education and Care Centre (MECC) require low barrier, quick access to mental health and substance use supports embedded within the school setting.
- Youth need specialized comprehensive assessments in order to develop individualized care plans.
- On-site support embedded into the regular routine of the school day.
- Training MECC staff to build capacity regarding mental health and substance use issues.



A joint proposal, prepared by MECC and St. Joseph's Care Group, secured annual funding through the federal government's *Choose Life* initiative. A core team consisting of Addiction Counsellors, Youth Workers, a Family Therapist, a Nurse Practitioner and, as required, a psychiatrist or psychology services, are providing supports, education and services to MECC's students and staff.

Over the past year, there have been more than 70 referrals for service for individuals and families, as well as 8 weeks of wellness programming covering drug and alcohol education, mental wellness and coping skills, harm reduction, and happiness and strengths. A weekly Strengths Assessment Inventory Group continues the teachings, and there are also weekly drop-in supports and skills groups for all students.

MECC staff have been students themselves, participating in six education and training sessions covering trauma, trauma-informed care, youth substance use, mindfulness, critical incident stress,

and vicarious trauma. In Fall 2020, SMSC staff will support MECC staff through dialectical based training.

There have been a number of referrals to SMSC for substance use, with the proximity allowing students to continue with their studies as able. Capacity exists as well for debriefing sessions for staff and students.

This collaborative partnership has been a success for students looking for support services in a timely, low barrier and welcoming environment. Having access to counselling services on-site has eliminated several barriers for young people who typically have difficulty accessing or maintaining counselling services. Relationships between staff and students have developed and there is a sense of trust and belonging between the SJCG staff and MECC staff. There is an increase of successful referrals to the substance use system as we work in partnership to ensure that students do not fall through the cracks.



SPOTLIGHT ON

The Lodge On Dawson – Year One Of Operations

The Lodge on Dawson Offers Much-Needed Transitional Housing

“I’ve always lived where there’s drugs and violence,” says Crystal. “Here, the staff care about us. They’ve all got big hearts. They’re the dream team.” Crystal is one of the residents at the newly opened Lodge on Dawson, which provides transitional housing for people living with addiction and mental health challenges and dealing with chronic homelessness. If you’re living with mental health and addictions and you don’t have a home or support network, bouncing between the emergency room, shelters, withdrawal management, and perhaps even jail can become a devastating spiral that’s hard to escape. “It can be very challenging to try and find stable housing or navigate systems in the city in order to start recovery and make good health connections,” says Colleen Veneruzzo, a Registered Nurse with St.



Joseph’s Care Group, and the Clinical Supervisor at The Lodge. “That’s the whole purpose of The Lodge: stabilization and transitional housing with the hope people can get on their journey into recovery and their own housing.”

A joint venture between St. Joseph’s Care Group, the District of Thunder Bay Social Services Administration Board, St. Joseph’s Foundation of Thunder Bay, Dilico Anishinabek Family Care, and Alpha Court, The Lodge was funded in part by the Ontario Ministry of Municipal Affairs and Housing to address Thunder Bay’s housing gap—there are more than 1,000 people in the city on the wait list for housing, and shelters are beyond capacity. The Lodge is a former inn located on Dawson Road, and has 30 beds that support all gender identities. The Lodge’s clinical team includes registered nurses, registered practical nurses, community support assistants, leisure life skills instructors, a social worker, and physicians as part of an outpatient clinic. People are usually referred by community workers who are placing housing as the priority,



and each potential resident must go through an assessment and eligibility screening to ensure The Lodge will be the right fit for them and their needs. Clients can stay for up to 364 days if required, but the goal is to help people transition to more independent housing sooner.

“A typical day includes medication management, assisting clients with their activities of daily living, establishing routines, prompting life skills like doing laundry and room cleaning, and encouraging healthy coping skills. But it’s the stuff that happens in between the formal schedule that’s not typical: sitting down and having a conversation, playing a game of cards—connecting with people and letting them be reminded of their importance,” says Suzy Hill, an RPN at The Lodge. “We also help support them to see their family doctor if they have one, book appointments and communicate with them around medical needs or concerns. We can watch for any signs or symptoms of health problems and be highly responsive should the need arise.”



In one main hallway, a big whiteboard lists the chores that each resident is responsible for, like snow shovelling or mopping, in addition to cleaning their own rooms. On another wall, a bulletin board is lined with notices about community events, like Narcotics Anonymous and Alcoholics Anonymous meetings, a local rock painting group, public pool swim times and other ideas for residents to keep building on their plans to fill their life with healthier leisure options. The Lodge is on a section of wooded land, so there's already a fire pit for cozy campfires where residents can connect over a cup of hot chocolate and laughter, and future plans include walking trails and other outdoor activities designed to help residents connect with the calmness of nature. Community partners, such as Dilico, Thunder Bay Literacy, and the Ontario Native Women's Association, offer many skill building groups such as literacy, cultural teachings, recreational therapy and cooking groups.

"It's true concurrent care," notes Darcy McWhirter, Manager of Crisis and Outreach Programs with St. Joseph's Care Group. "It's not only addictions care, it's not only mental health care and it's not only housing. I think that's what sets The Lodge on Dawson apart. We help to identify goals in all areas,

recognizing that needs change rapidly and the system is often not equipped to respond effectively to such rapid change."

For Crystal, The Lodge was transformative. "I've been struggling with a lot of bad stuff throughout my life. I came to Thunder Bay to get clean, I didn't have anywhere to live, so I moved to the shelter for six months after completing treatment and I really started going downhill. If it wasn't for this place I would probably be all sketched out in an alley." When she heard about The Lodge opening, she immediately asked to be considered so she could continue to have supports in her sobriety. "I also like that they teach us about mental illness—it's not just, 'here's what you have,' they help you learn about it and how to deal with it."

Today, Crystal dreams of completing school and working with struggling teens or in a place like The Lodge. "They make me feel like I have a second chance at life again."

Active Offer of French Language Services – Pilot Project

Northwestern Ontario is home to many Francophone communities. As part of providing client-centred care, we work to identify and respond to the needs of our French speaking clients.

In Fall 2018, SJCG and the Réseau du mieux-être francophone du Nord de l'Ontario (the Réseau) entered into a partnership to advance capacity to provide services in French. Communications, Engagement & Client Relations lead a group of committed staff and Client & Family Partners to implement an Active Offer of French Language Services Pilot Project at St. Joseph's Hospital. The project focused on enhancing education, resources and increasing the visibility of French services.

The unique knowledge and experiences of all staff and Client & Family Partners involved in the project greatly contributed to the outcomes. Understanding the client experience at St. Joseph's Hospital, including the diverse interactions that clients have along their journey, guided how French services were embedded into our engagements. The project plan reflected guidance from the Réseau, recommendations from our staff and Client & Family Partners, and was validated by the local Carrefours santé, a group of Francophone community members who work with the with the Réseau to identify needs and solutions for improving French health services.

Highlights of the project's outcomes include:

- More than 20 staff trained in Active Offer of French Language Health Services;
- Seven French-speaking staff completed *Interpretation & You* training;
- Meditech (medical records software) was enhanced to capture clients' preferred language to support the timely coordination of a professional interpreter when needed;

- Correspondence and public-facing forms translated;
- French signage enhanced in clinical and non-clinical areas;
- Education implemented for new employees and all staff; and
- Online and hard copy French resources available to staff, clients and the public through Library Services.

"It was rewarding to help improve the quality of care for Francophone clients," said a Client & Family Partner involved in the project. "Continuously enhancing the skills to engage in dialogue with clients' about their preferred language and respond to that needs demonstrates how SJCG is a leader in client-centred care."

St. Joseph's Care Group is proud of the work accomplished during the Active Offer of French Language Services Pilot Project and is committed to continuing work in fulfilling our French Health Services Plan. Outcomes of the project, along with ongoing engagement with Client & Family Partners and the Francophone community, will help SJCG continue to identify and respond to the needs of our Francophone clients across our organization.

“It was rewarding to help improve the quality of care for Francophone clients”

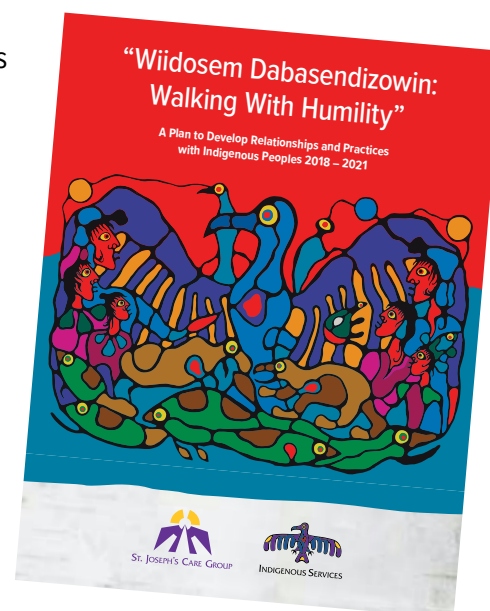
A Client and Family Partner



Wiidosem Dabasendizowin: Walking with Humility at St. Joseph's Care Group

St. Joseph's Care Group recognizes that the history and treatment of Indigenous people in Canada, including government policy and residential schools, is directly correlated to the current health status of Indigenous Peoples.

We affirm the right of Indigenous people to practice their traditional medicines and to have equitable access, without discrimination, to all social and health services.



Additionally, as the second largest employer in Thunder Bay, we acknowledge our opportunity to increase the number of Indigenous people working in the healthcare field. These two areas – the right to traditional medicines, social and health services, and the employment of Indigenous people in healthcare – support the specific Truth and Reconciliation Calls to Action which we can most directly influence.

Marked with a ceremony affirming our commitment to working with Indigenous Peoples on June 17, 2019, St. Joseph's Care Group was proud to announce our first Director of Indigenous Relations. Since that time, we have launched *Wiidosem Dabasendizowin: Walking with Humility – A Plan to Develop Relationships and Practices with Indigenous Peoples*. The plan identifies 7 actions to be led and guided by Indigenous peoples:

1. Honouring Indigenous Knowledge
2. Respecting Diverse Indigenous Identities
3. Cultural Humility As A Journey

4. Engaging In Indigenous Research and Evaluation
5. Policies and Procedures Pertaining to Indigenous Clients
6. Leadership and Governance
7. Communications Strategy

In the first year of *Walking with Humility*, we have welcomed an Indigenous Culture Health Associate and a Traditional Healing Coordinator supporting our commitment to incorporate Indigenous knowledge and ways of doing into the healthcare environment. An Advisory Council, consisting of Elders and Youth, will support and guide the implementation of the plan.

Moving forward with cultural humility – a process of self-reflection to understand personal and systemic biases and to develop and maintain respectful relationships based on trust – is essential as we move forward on a journey of reconciliation.





SPOTLIGHT ON

Affirming Our Commitment to Working With Indigenous Peoples

June 17, 2019, was a day of celebration as St. Joseph's Care Group affirmed its commitment to working with Indigenous Peoples. The day began with a traditional ceremony opening the Spiritual Gathering Lodge, Nigoos-aat-awin, led by Elder Ernie Kwandibens, an Elder from Whitesand First Nation. An original artwork called "Spiritual Gathering," painted by local artist Benjamin Morrisseau, is a highlight of the Lodge. Rob Spade, Knowledge Keeper, provided song and drumming.

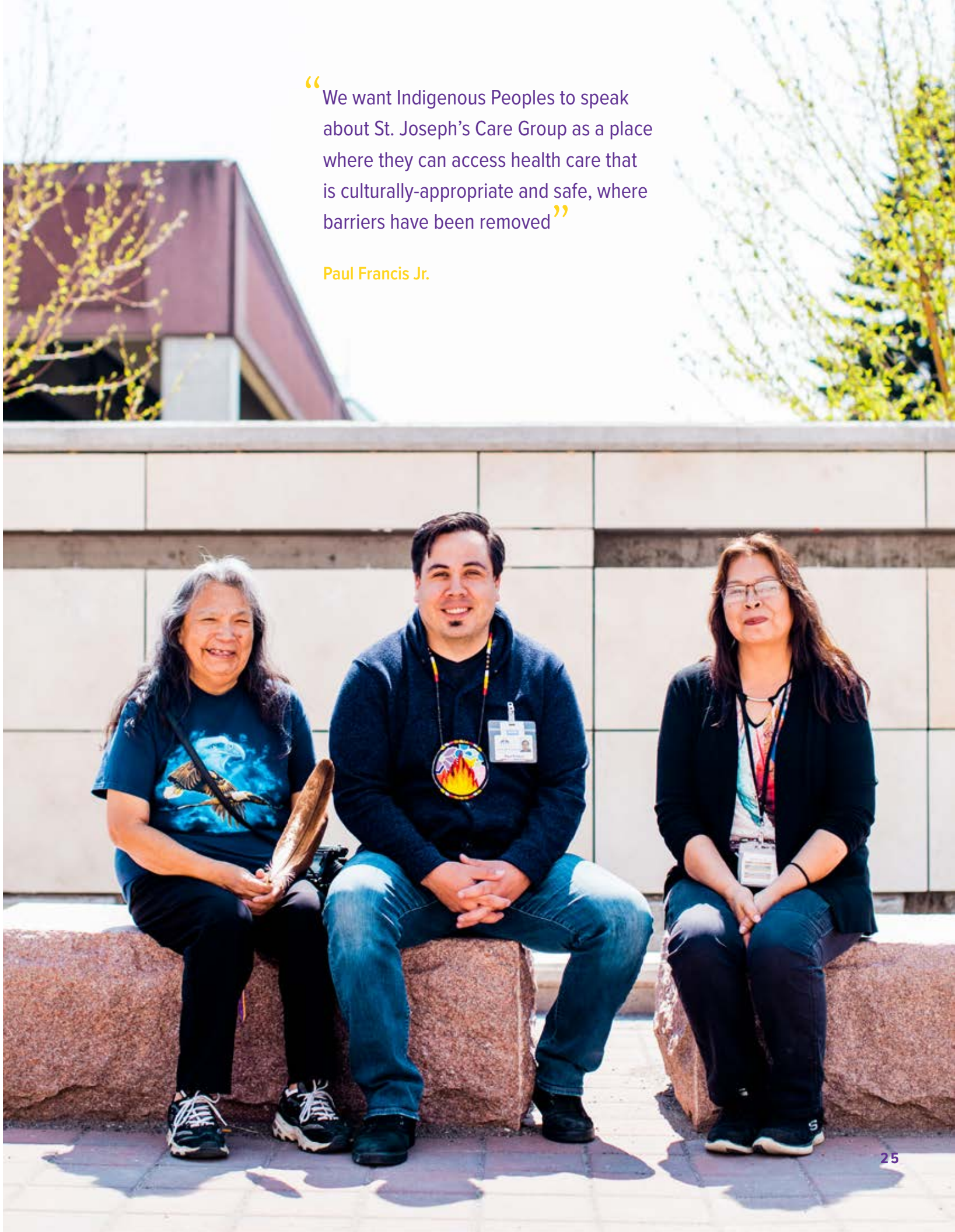
Next, Tracy Buckler, President & CEO of St. Joseph's Care Group, kicked off a week of Indigenous celebrations



culminating in National Indigenous Peoples Day, with a message of reconciliation and welcoming. “St. Joseph’s Care Group affirms its commitment to working with Indigenous Peoples, and one way that we are demonstrating our commitment is through the appointment of our first Director of Indigenous Relations, Paul Francis Jr.”

Born and raised in Thunder Bay, with roots in Mnídoo Mnising (Manitoulin Island) and a member of Wiikwemkoong Unceded Territory, Paul is looking forward to the work that he and his team will lead. “We want Indigenous Peoples to speak about St. Joseph’s Care Group as a place where they can access health care that is culturally-appropriate and safe, where barriers have been removed,”

said Francis. He also looks forward to expanding upon work already underway including access to traditional ceremonies, system navigation, and partnerships. St. Joseph’s Care Group recognizes the importance of listening to the voices of Indigenous clients, their family members and community partners in the work that we do. “Indigenous peoples will define what actions we need to take using the Truth and Reconciliation Health Care Calls to Action as a guide for this important work,” said Buckler.



“We want Indigenous Peoples to speak about St. Joseph’s Care Group as a place where they can access health care that is culturally-appropriate and safe, where barriers have been removed”

Paul Francis Jr.



LEADS The Way

St. Joseph's Care Group has experienced one of the largest periods of growth since the Sisters of St. Joseph opened the region's first hospital in 1884. With this growth comes the need for change and change is compounded by the need to identify efficiencies, increase productivity, reduce costs, and manage staff turnover. To meet the growing healthcare needs and provide quality client care, it becomes vital to prepare managers with the systems, structure, and skills to effectively support their teams in executing the organization's strategic initiatives.

The LEADS framework represents key skills, abilities, behaviours, and knowledge required for health leaders at all levels. LEADS stands for five capabilities: Lead Self, Engage Others, Achieve Results, Develop Coalitions, and Systems Transformation. The *LEADS in a Caring Environment* leadership capabilities framework has become the leadership framework of choice for health care organizations across Canada, and has been adopted by Accreditation Canada and the Canadian College of Health Leaders. LEADS is becoming the common leadership language across all levels and roles within organizations contributing to health system transformation.

In 2019, SJCG established an internal staff-led program, based on this framework, called "*LEADS the Way*." The focus of *LEADS the Way* is the development of leadership capabilities through theory, training, and experiential learning. A culture of exceptional leadership fosters staff satisfaction, positive client/resident outcomes, and organizational success. SJCG is committed to developing and supporting exceptional leaders.

The *LEADS the Way* program is being led by the Coordinator of Leadership Development and supported by 4 additional LEADS certified internal facilitators. Through an application process, up to twenty participants are involved in each session of *LEADS the Way*. The program helps to build leadership capacity by providing skills in effective decision-making, influencing and inspiring others, and creating and managing organizational change. This is done through participation in five one-day, interactive, hands-on workshops which explore each domain of the LEADS framework. Additionally, participants apply their learning by implementing

the LEADS framework in an experiential learning project, and attend quarterly cohort meetings to share and discuss their LEADS learnings.

There are five corporate facilitators. Eleven participants in cohort one have completed their training and are engaged in the experiential learning component. Cohort two has 18 participants who have completed three of the five days of their classroom sessions.

We will be exploring how to continue the *LEADS the Way* program in a modified way with virtual technology and smaller group settings. The goal is to have all management staff trained within the next year and then open it up to the rest of the organizational levels.

Caring for Vulnerable Populations During COVID-19

As St. Joseph's Care Group's 2016-2020 Strategic Plan entered its final month, our focus and priority changed swiftly in response to the declaration of a global pandemic on March 11, 2020. With that declaration came an immediate need in the community for safe and appropriate shelter for people who are experiencing homelessness. More than 10 community agencies brought together resources, medical supports, personal supports and more to provide safe access to shelter. This is a snapshot of the establishment of both an Illness and an Isolation Shelter in the very early and uncertain days of COVID-19.

St. Joseph's Care Group's Getting Appropriate Personal and Professional Supports (GAPPS) team answered the call. Based out of St. Joseph's Health Centre, they meet people 'where they are at' providing street outreach for people who are not connected to traditional services, are experiencing homelessness as well as other mental health and addictions issues.

In the early days, GAPPS helped establish an Illness Shelter for people who are experiencing homelessness and are sick but do not have COVID-19. Located inside the Urban Abbey, clients are provided with appropriate supports in a safe environment. Health services were transitioned to staff from the NorWest Community Health Centres as GAPPS answered a different call.

There was an important question that needed to be answered: *If you have or are being tested for COVID-19, how do you self-isolate when you do not have a home or are underhoused?* The GAPPS team, together with staff from Grace Place and through funding provided by the District of Thunder Bay Social Services Administration Board, implemented an Isolation Shelter within a local hotel. Clients were able to isolate safely, with dignity. Clinical staff on-site monitored health, and were able to facilitate access to COVID-19 testing, and provided clinical supports including withdrawal management. Together with Shelter House, the Managed Alcohol Program was also extended to this site.

Taking a coordinated approach with other agencies meant that there could be flow from the traditional emergency shelter system to the Illness and Isolation Shelters. A clinical pathway was created from the emergency department and the criminal justice system. It also meant that there could be surveillance for COVID-19 amongst a vulnerable population, putting the community in a better position to respond to existing and emerging needs.

At the time of this Report, both shelters continue to operate. This is one example of the extraordinarily ordinary way that St. Joseph's Care Group staff made immediate change, continuing our Mission in the tradition of The Sisters of St. Joseph of Sault Ste. Marie.



2019 - 2020 Board of Directors

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Mental Health

Byron Ball
Vice President Infrastructure &
Planning and Chief Financial Officer

Financial Statements

Statement of Operations (in thousands of dollars)

Revenue	2020	2019	Percent
North West Local Health Integration Network	144,149	140,990	77%
Accommodation Co-Payment	13,907	13,788	7%
Program Fees and Rentals	4,637	4,565	3%
Amortization of Deferred Contributions Related to Capital Assets	3,917	3,440	2%
Other Recoveries	19,758	18,074	11%
TOTAL	186,368	180,857	100%

Expenses	2020	2019	Percent
Amortization of Equipment, Buildings and Leaseholds	8,847	8,604	5%
Drugs	1,633	1,376	1%
Interest on Long Term Debt	1,570	1,661	1%
Medical and Surgical Supplies	1,452	1,493	1%
Medical Staff Remuneration	7,637	7,768	4%
Salaries and Benefits	133,795	130,820	72%
Supplies and Other	30,150	30,019	16%
TOTAL	185,084	181,741	100%

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

St. Joseph’s Hospital

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

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

WWW.SJCG.NET

Annual Report to Our Community 2019-2020 is produced by the Communications, Engagement & Client Relations department.

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



St. Joseph's Care Group provides services in Addictions & Mental Health, Rehabilitative Care, and Seniors' Health, with Care, Compassion and Commitment to the residents of Northwestern Ontario from multiple sites located in the City of Thunder Bay.

We are pleased to make our documents available in alternate accessible formats. Please contact us at:

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35 Algoma St. N.
Thunder Bay, ON P7B 5G7

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