



**2020-2021**



ST. JOSEPH'S CARE GROUP

# Annual Report

# Table of Contents

Mission, Vision & Core Values	2
Message from the Chair of the Board of Directors and the President & CEO	4
Message from St. Joseph's Foundation	6
Part One: St. Joseph's Care Group's Response to the COVID-19 Pandemic	7
Isolation Shelters – A Safe Place to Self-Isolate When Home Is Not An Option	10
Supporting Clients Discharged from Hospital	12
Keeping Residents of Long-Term Care Safe During the Pandemic	13
A Regional Response to the COVID-19 Pandemic	14
Part Two: Furthering Our Strategic Plan	15
“First Steps” – Reporting on <i>Wiidosem Dabasendizowin: Walking with Humility</i>	16
Redesigning Regional Referrals	18
Introducing rTMS – A New Way to Treat Medication-Resistant Depression	19
Career Pathways at St. Joseph's Care Group	20
Other Strategic Highlights	21
Board of Directors	22
Leadership Team	23
Financial Statements	24



# 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 has been a remarkable year. At the beginning of April 2020, we were only a few short weeks into the COVID-19 pandemic declared by the World Health Organization. So began a time of extraordinary change as St. Joseph's Care Group responded, staying true to our commitment to be Here for You When You Need Us.

In this report, we share with you a glimpse into our response to the pandemic. Our staff, physicians and volunteers have met unprecedented challenges by leaning into our values of Care, Compassion and Commitment. Our work changed – from the equipment we use and practices we follow to deliver safe, high-quality care; to limiting movement between workplaces; to redeployment to areas of greatest need; to adopting new technologies to continue to provide the care that the people of Northwestern Ontario need. They are an incredible team.

Much has been asked of our clients and their families at a time when they are at their most vulnerable. We worked within provincial and public health guidance to keep people safe and, whenever possible, connected in person. The greatest priority for all was the wellbeing of clients, and we are grateful for their patience, understanding, and willingness to adopt all precautions to reduce the likelihood of transmitting the virus.

Ours is a remarkable community. We heard the many messages of hope and inspiration, and we were overwhelmed to see so many notes and cards from complete strangers who just wanted to let clients know that someone was thinking of them during the holidays and throughout the pandemic. There were too many people and businesses that sent snacks and meals to name individually, but please know that it was truly appreciated. In fact, it was a donation of tablets from a number of community members that made virtual visiting possible. Thank you.

Longstanding partnerships enabled the health system to move quickly, even in uncertainty, to ensure that everyone who needed care would receive it. It's a testament to our shared values. We want to make special mention of Superior North Emergency Medical Service, who have answered every call for support, particularly for the duration of mandatory weekly COVID-19 testing of over 800 long-term care home staff.

The Board of Directors made the decision to extend our refreshed Strategic Plan by one year given the immediate need to focus on responding to the pandemic. The extension did not mean that work paused on the delivery of our plan, and in some ways, was accelerated by the pandemic, particularly in the delivery of virtual services. Intrinsic to our work is Walking with Humility, and in this report, you will learn more about our foundational First Steps as we continue our journey together with Indigenous Peoples.

As the time of this report, the pandemic is still very much our reality but our attention is turning to the reopening of the province and restoring of our 'normal' operations within the healthcare system. For St. Joseph's Care Group, the new days will come with new leadership. We recently welcomed Adam Shaen as Vice President People, Mission & Values following the retirement of Myrna Holman. At the end of June, Dr. Geoff Davis will retire as Chief of Staff, with Dr. Peter de Bakker appointed to the role. And in summer, Tracy Buckler will retire following 36 years of service with St. Joseph's Care Group, the last 16 as President & Chief Executive Officer. Recruitment is underway, and a new President & Chief Executive Officer is expected to be announced in summer 2021.

On behalf of St. Joseph's Care Group's Board of Directors and Leadership Team, we wish you good health and wellness in the year to come.

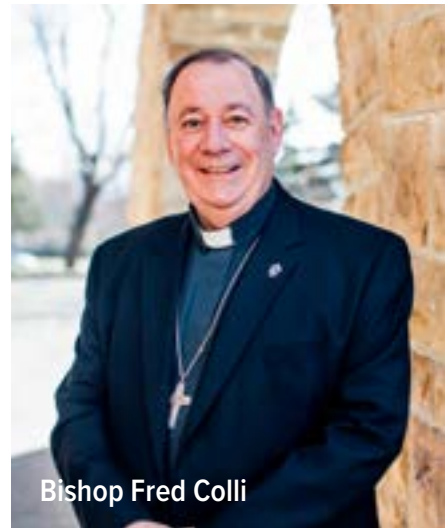
Sincerely,



**Bishop Fred Colli**  
Chair, Board of  
Directors



**Tracy Buckler**  
President & Chief  
Executive Officer



**Bishop Fred Colli**



**Tracy Buckler**

# IMPACT REPORT

Thank you so much for your continued investment and support to our work!

During the pandemic the importance of contact with friends and family was vital to our clients. Through technology, clients were able to connect virtually with their family and friends through Zoom and Facetime. St. Joseph's Foundation of Thunder Bay is grateful to Michael and Suzanne Comuzzi, TD Financial and the Thunder Bay Community Foundation for their support of the televisitation program in 2020.



Number of Donors  
**823**



Total Donations  
**\$820,301**



Contributions to SJCG  
**\$550,000**



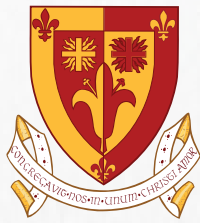
Lottery Proceeds  
**\$134,000**



Number of Memorial Gifts  
**521**



Number of gifts  
**2,520**

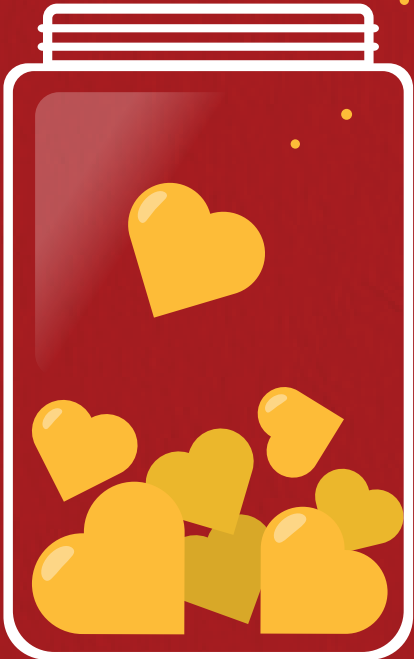


ST. JOSEPH'S FOUNDATION  
OF THUNDER BAY



## WHAT YOU SUPPORTED

Long-Term Care	<b>\$334,239</b>
St. Joseph's Hospital	<b>\$288,802</b>
Hospice	<b>\$76,541</b>
Capital Equipment	<b>\$38,542</b>
Addictions & Mental Health	<b>\$23,573</b>



## PART ONE

# St. Joseph's Care Group's Response to the COVID-19 Pandemic

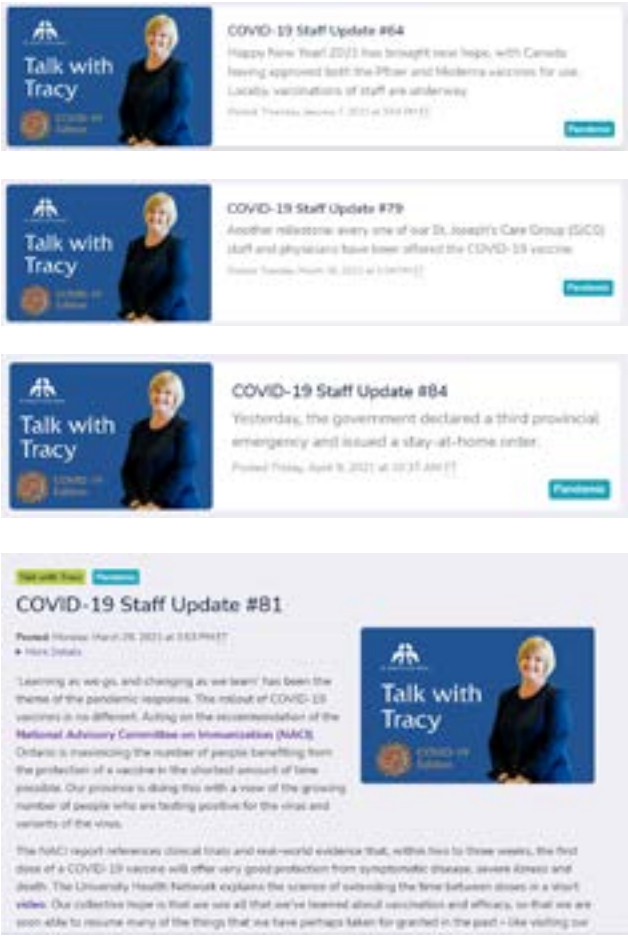
Changing and adapting to continue to be *Here for You When You Need Us* has been a common theme throughout St. Joseph's Care Group's (SJCG) 137-year history. Responding to the COVID-19 pandemic meant drawing on our history and our experience to navigate change at a rapid pace as we learned about the novel coronavirus. The following is a glimpse into our journey.

The legacy of Sudden Acute Respiratory Syndrome (SARS) was a commitment to be prepared by having a pandemic plan that lays out the comprehensive steps that an organization would follow in the event of a pandemic being declared. SJCG regularly updates its Pandemic Plan and supply reserves, with the most recent recent review having been completed in May 2019.

Even before the pandemic was officially declared on March 11, 2020, SJCG began to implement the Pandemic Plan. An Incident Management System (IMS) structure was established, giving us a clear chain of command, direction, information and decision-making. An IMS Steering Committee was quickly established as the 'Command Centre' with representation from Safety (Occupational Wellness



& Infection Prevention & Control), Communications, Operations, Human Resources, Planning, Logistics, and Finance under the leadership of the Incident Commander – SJCG’s President & CEO. Communication between the IMS and frontline staff was done through Talk with Tracy COVID-19 Updates, giving staff succinct information to keep them informed and up-to-date on our collective response to the pandemic. SJCG’s staff Intranet became the singular go-to for pandemic-related policies and resources.



To reduce the likelihood of transmission of the virus, an online active screening tool for staff and visitors screened for symptoms *before* coming to SJCG’s sites. A failed screen provided guidance with the public being directed to contact the health unit, and for staff to contact SJCG’s Occupational Health & Wellness team for testing to be arranged.

Visiting restrictions were mandated through ministry directives or public health guidance, and were always tempered, respecting body, mind and spirit. In the early days of the pandemic, in-person visits were temporarily paused for clients. Staff members fulfilled many a surrogate role when loved ones could not be present. At no time did visits pause for clients at end-of-life.

Surveillance and testing became a part of the daily language. In our long-term care homes, additional direction required weekly nasopharyngeal testing of staff and visitors alike to detect COVID-19 early, eventually giving way to more frequent but less invasive antigen testing.

A Redeployment Centre was established early in the pandemic to support the movement of staff not just to areas of greatest need within SJCG, but also in managing the complexity of health care staff who provide services for multiple employers.

The pandemic accelerated the adoption of virtual technologies for the provision of care. Outpatient clinics that could safely serve clients using telephone or video technology did so, and it was incredible to see the uptake from clients. Virtual technologies also helped inpatient clients and their families stay in touch when in-person visits were not possible, thanks in part to a generous donation of tablets from the community.



The Regional Palliative Care Program expanded its 24/7 Palliative Care Consultation Line in response to identified need for access to palliative care expertise in long-term care homes. It was further expanded to families and caregivers seeking palliative care information and resources.

Client and Family Partners adapted to new technologies, continuing to work ‘virtually’ alongside SJCG staff on projects that changed and shaped care including the development of St. Joseph’s

Hospital’s Visiting Restrictions policy and the COVID-19 communications on SJCG’s website and social media.

SJCG established an Isolation Shelter within weeks of the declaration of the pandemic for anyone experiencing homelessness or precarious housing who could not heed the advice of public health to ‘stay home and self-isolate.’ Over 1,300 clients were able to safely isolate with medical and social supports. Isolation Shelter operations were – until April 2021 – unfunded, with staff coming from SJCG and many other system partners.

Much was asked of our clients, their families and our staff to prevent the spread of this terrible virus. Nothing stands in greater testament to their efforts than the fact that, even when active cases were at their highest, there has been no evidence of transmission within SJCG’s sites. For perspective, consider that – on any given day – there are over 1,300 people ‘staying’ with SJCG at one of our sites as a client, resident or tenant. That number does not include those accessing outpatient clinics, programs and services.

Vaccinations in Northwestern Ontario began on December 22, 2020, when Sean Bolton, a personal support worker at Hogarth Riverview Manor, received our region’s first shot. Through ongoing vaccinations, coupled with continued adherence to all precautions, we are hopeful that this pandemic will soon come to an end.

# Isolation Shelters – A Safe Place to Self-Isolate When Home Is Not An Option

For people experiencing homelessness or are precariously housed, following the advice of public health to stay home and self-isolate following close contact with or testing positive for COVID-19 was impossible. St. Joseph's Care Group's Getting Appropriate Personal and Professional Supports (GAPPS) team led our response to this identified need for a safe place with social and medical supports.

The GAPPS team provides outreach to clients in the community who are not connected to traditional services, are experiencing homelessness, and are living with serious, unstable, complex mental illness, addiction and social issues. With the declaration of the pandemic, the GAPPS team pivoted, creating an Isolation Shelter in partnership with many local agencies ranging from funding organizations, to emergency services, counselling, and social services.

In April 2020, the Isolation Shelter opened its doors in service to anyone experiencing homelessness or precarious housing who has identified as a close contact or positive for COVID-19 who does not require the services of an acute care hospital. It is a safe space to voluntarily self-isolate with dignity and respect. Through 'care pathways,' clients could be quickly admitted from a number of partners including the emergency shelter system, emergency department, public health, corrections facilities, and withdrawal management. The Isolation Shelter itself was designed to quickly expand or contract in size.

In February 2021, our ability to expand or contract was put to the test. A COVID-19 outbreak was declared amongst vulnerable persons which, coupled with an outbreak at local corrections facilities, led to a rapid surge in need. The Isolation Shelter, which had served about 20 clients per night on average, grew to over 130 clients



within the space of days. The partner agencies redeployed staff immediately to support clients with on-site and virtual services. With the declared State of Emergency in Thunder Bay, volunteers from Samaritan's Purse, Team Rubicon, and the Canadian Red Cross arrived to provide additional supports.

At the time of this report, more than 1,300 people received care at the Isolation Shelter. For many, the Isolation Shelter was a place of healing from the virus. And for some, it was the beginning of positive change, with staff on site facilitating connections from rehabilitation to social services. It was also a reprieve for a system under pressure, maintaining the acute care hospital system for those who needed it, and reducing the likelihood of transmission within populations who rely on the emergency shelter system.

Staffing at the Isolation Shelter has been achieved through staff redeployments from partner agencies within existing funding. On March 29, 2021, the Public Health Agency of Canada announced that St. Joseph's Care Group would receive \$1.5 million dollars in funding through its' *Safe Voluntary Isolation Site Program* to continue the work of the Isolation Shelter through to September 2021. This funding has allowed the temporary hiring of an interprofessional team consisting of community support assistants, triage and floor coordinators, registered nurses, and registered practical nurses, who will work alongside partner organization staff to continue this vital service.

St. Joseph's Care Group wishes to thank all clients who chose to voluntarily self-isolate. We also thank the many partners involved in making the Isolation Shelter possible including, but not limited to: District of Thunder Bay Social Services Administration Board, Thunder Bay District Health Unit, Indigenous Friendship Centre, Grace Place, NorWest Community Health Centres, Alpha Court, Elevate Northwestern Ontario, Dilico Anishnabek Family Care, Thunder Bay's Emergency Shelters, and Superior North Emergency Medical Service.

## A Place of Care: How The Isolation Shelter Operates

When a client first arrives at the Isolation Shelter, they are greeted at the entrance, admitted, and brought to their room. In consultation with the Thunder Bay District Health Unit, some clients are 'cohorted' with others, meaning that they share a room. This is done, for instance, to keep families together during the period of isolation which is a period of time determined by public health and through medical advice.

For each bank of 26 rooms, there are three dedicated support staff on-site who assist clients with the needs of day-to-day living. That can include anything from arranging for video calls with families to stay in touch, to accessing counselling services, to personal care and laundry needs. Clients are given a support services telephone number to call from their room, reducing the need to leave their space. Clients remain in their room for their full isolation period, with some exceptions such as off-site medical appointments.

An interprofessional team provides a range of healthcare supports to clients – from physicians, to nurse practitioners, registered nurses, to crisis and addictions workers. Through partnership, additional supports including managed alcohol program or spiritual care, provide the wraparound services needed.

By operating inside local hotels, the Isolation Shelter is able to meet infection prevention and control standards to reduce transmission. Meals are individually prepared and delivered. Clients do not share washrooms, kitchens or common spaces. Staff provide clients with instruction on how to use personal protective equipment like masks correctly, from hand hygiene thorough storage, and form strategies to stay safe when leaving the Isolation Shelter.

Everyone deserves to be treated with dignity and respect. Clients who are in the Isolation Shelter have voluntarily made the difficult decision to be away from their loved ones and community until it is safe for them to return.

# Supporting Clients Discharged from Hospital

St. Joseph's Hospital provides rehabilitative care to the people of Northwestern Ontario. Clients most often come to St. Joseph's Hospital following a stay in an acute care hospital, though they may also require rehabilitative care as a result of illness, chronic disease, disability or aging.

The care team works with clients and their families to develop an individualized care plan and health goals that are important to the client to restore and/or maximize functional and cognitive abilities. While in hospital, clients see a range of rehabilitation professionals including physicians, registered nurses, physiotherapists, dietitians, occupational therapists, speech language pathologists, social workers and spiritual care.

Near the end of the inpatient phase, clients and their families work with the care team to create a Patient Oriented Discharge Summary - or PODS. The PODS are a comprehensive summary of 'what comes next' and include the information that people need to feel prepared and informed, such as prescriptions, connections with Home and Community Care, obtaining supplies like mobility devices, and outpatient appointment information.

With the pandemic, things we take for granted like access to stores and services, could change without notice. Now was the perfect time to introduce post-discharge follow up calls where staff call the client or designated caregiver to see how they're doing. Clients can expect to receive their first call within 24 hours of discharge, a second call five days following discharge, and a third call approximately two weeks after discharge. Clients and caregivers report that

the calls have been a great comfort, knowing that they can ask questions and not having to worry about contacting the right person or program to find the answers that they need.

During the calls, staff ask a series of questions related to both the plan of discharge and to screen for new risks. If new risks are discovered, the staff member and client or caregiver work together to find solutions ranging from a consultation, to a referral to services like SJCG's Seniors Outpatient Services, or even connecting with a physician for a prescription refill when the client does not have a primary care provider.

The goal is to have the best health outcomes for the client, identifying and mitigating any issues early on, and supporting a successful transition to home or other care environment so that clients do not have to return to hospital or emergency department.

Many thanks to the Client & Family Partners and staff who created the post-discharge follow up call process. In the first few weeks of operations, 66 clients were contacted. Early outcomes have been positive; clients report that they feel supported, and staff were able to identify and connect two clients with additional specialized services to further their recovery.



# Keeping Residents of Long-Term Care Safe During the Pandemic

No single group was asked for greater sacrifice than the residents of long-term care homes. The reality for residents was that, until more was known about how this novel coronavirus was transmitted and protected against, the best available guidance for staying safe was to isolate and physically distance from others.

Outpourings from the community were tremendous. Signs began to appear outside Bethammi Nursing Home and Hogarth Riverview Manor with messages of love and encouragement, and groups performed for the enjoyment of residents despite chilly temperatures and the need to distance.

When visiting in-person was not possible, our staff helped residents connect with loved ones either through video or window visits with a telephone. During in-person visits, families followed all precautions in place, with some opting for virtual visits when they themselves were experiencing symptoms consistent with COVID-19.

Infection Prevention and Control were called upon to work with staff, residents, families and the Thunder Bay District Health Unit to investigate potential outbreaks. Outbreaks were declared by public health when one resident or staff member tested positive for the virus.

Through close adherence to precautions by staff, residents and families alike, there were no instances of COVID-19 transmission at Bethammi Nursing Home and Hogarth Riverview Manor.

An email from a family member expressed what many felt:

“Thank you to all the frontline staff who are working hard to keep residents of Hogarth Riverview Manor safe, including my grandfather. Outbreaks are bound to happen but you have done an amazing job of keeping it contained. Your sacrifice has not gone unnoticed.”

# A Regional Response to the COVID-19 Pandemic

Northwestern Ontario has a longstanding tradition of providers working together to make sure that residents have access to safe, high-quality healthcare no matter where they live in the region. Responding to the COVID-19 pandemic was no exception to this tradition, with regional partners from a range of health care sectors coming together to share information, expertise, resources, policies and processes.

That sharing and collaboration was important. At one time or another, all providers and sectors felt the gravity of responding to a pandemic. We continued to be Here for Our Partners in a number of ways:

- A Pan-Northern Community and Care Homes Working Group consisted of representatives of long-term and community care organizations from across Northeastern and Northwestern Ontario. Co-Chaired by SJCG's President & CEO, the group focused on early identification of issues, opportunities, and pressure points. Information flowed between this and the broader Ontario Health North Regional Steering Committee and helped to inform overall health system response.
- SJCG was a key partner in the North West Regional Surge and Outbreak Management Committee, which consisted of CEOs from all hospitals in the Northwest, as well as partners from Home and Community Care and Service Provider organizations. The partners worked

collaboratively to develop system surge strategies and plans, to ensure that there was sufficient resources and capacity to manage any potential increase in hospital usage within Thunder Bay and across the region.

- SJCG and Thunder Bay Regional Health Sciences Centre (TBRHSC) maintained pathways and ensured triage and transfer protocols were in place to preserve acute care hospital capacity and ensure that people would receive the appropriate level of care in the right place from acute care, to rehabilitative care, to long-term care and transition to home or community care.
- The Municipal Emergency Control Group kept a finger on the pulse of community capacity, response and need. It was a key support in responding to the Vulnerable Persons outbreak.
- Existing tables like the North West Region Chiefs of Staff and the North West Region Chief Nursing Executives harmonized the approach to planning, adapting and responding to new and changing information.

SJCG will continue to play an important role as a regional and local provider in the context of health system transformation, including Ontario Health Team development, as a regional specialized service provider and a local service delivery partner within the City of Thunder Bay.

## PART TWO

# Furthering Our Strategic Plan

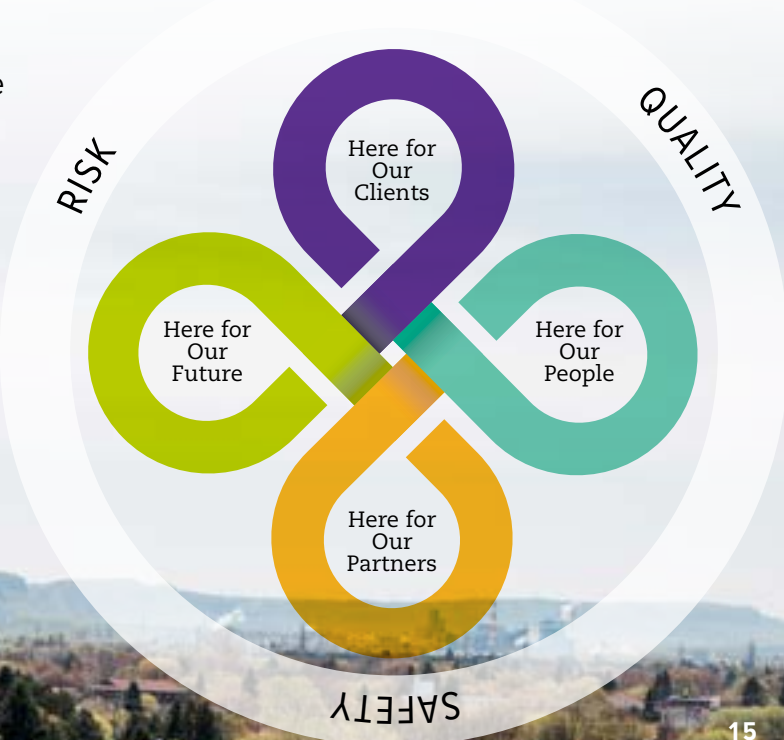
St. Joseph's Care Group's (SJCG) Board of Directors and Leadership Team agreed to extend our refreshed Strategic Plan by one year, recognizing that much of the focus and effort of 2020-2021 was rightly on responding to the global pandemic.

This was the final year of *Walking with Humility: A Plan to Develop Relationships and Practices with Indigenous Peoples 2018-2021*. The Plan marked our First Steps, building foundations through education, establishing our Indigenous Health Team, and forming relationships as we continue to walk together.

Paramount among corporate risks is the ongoing shortage of Health Human Resources. SJCG continues to focus on innovative practices in immigration, education, partnership and retention. Leveraging virtual technologies, recruitment became more high tech from video interviews through to newly-developed online corporate orientation and education modules.

The decision was made for preceptorships and student placements to continue, and strong partnership with post-secondary institutions helped ensure that the right precautions (eg: self-isolation following travel and prior to placement) and infection prevention and control training were in place and acted on. SJCG also entered into partnership with SE Health to offer an in-house Personal Support Worker training program at Hogarth Riverview Manor.

The following stories highlight the many strategic initiatives implemented in 2020-2021.



# “First Steps” – Reporting on Wiidosem Dabasendizowin: Walking with Humility

The past three years mark the “First Steps” of St. Joseph’s Care Group’s *Wiidosem Dabasendizowin: Walking with Humility - A Plan to Develop Relationships and Practices with Indigenous Peoples 2018-2021*.

The words “First Steps” are chosen as a deliberate reference to the “Walking Out Ceremony.” It’s typically done in a teepee or ceremonial lodge within the first two years of a child’s life, marking their first steps on Mother Earth and celebrating that connection and relationship.

There is much to highlight on our First Steps:

- St. Joseph’s Care Group hires its’ first Director of Indigenous Relations, Paul Francis Jr.
- Formation of the Traditional Healing Program which includes the coordination of cultural programming, cultural health, and facilitation of access to traditional medicines, ceremonies and Elders.

- Creating appropriate spaces for ceremony including Misko Zhaawanong Shkwaadem (Red Southern Door) at Hogarth Riverview Manor and Nagishkodaadiwin (Spiritual Gathering Lodge) at St. Joseph’s Hospital.
- Forming an Elder’s Council that brings guidance and knowledge to many activities including, but not limited to: hiring panels, education and teachings, program planning, and environment/ space planning.
- The Indigenous Health Education Committee has membership ranging from Elders, to senior leadership, to frontline staff. The Committee strives to incorporate the values of the Seven Grandfathers Teachings into our corporate-wide learnings, and is comprised of at least 50% Indigenous membership.

- Members of the Research Ethics Board, together with staff involved in research, completed the Fundamentals of OCAP® Training, which focuses on the fundamental concepts of OCAP (Ownership, Control, Access and Possession), information governance, and Indigenous data sovereignty.

There were many more successes, prime upon which were sharing and embedding Indigenous knowledge, and building the structures to continue beyond our First Steps. As this report is being written, a new Indigenous Health Team space is being constructed at St. Joseph’s Hospital; the team enabled by funding from the First Nations and Inuit Health Branch.

We are grateful to the Elders and Knowledge Keepers who have shared their experience, wisdom and guidance with us as an organization, and with clients in their healing journey.



# Redesigning Regional Referrals

When specialized health services are needed, access to high quality care is important - but it's only part of the equation. For the best health outcomes, clients need to be assessed and matched to the right specialized care providers as early as possible. As the newly-appointed Regional Referral System lead for Chronic Disease Programs, St. Joseph's Care Group has been tasked with modernizing and streamlining access to care across Northwestern Ontario.

A regional steering committee was formed and early analysis identified three priority areas of focus: Wound Care, Diabetes Care and Pulmonary Care. The three address Northwestern Ontario's greatest need, as our region ranks among the highest in the province for amputations, diabetes, and cardiovascular disease.

The Regional Referral System's very first area of optimization was wound care. Stakeholders consisting of health care providers, system planners, and clients came together to conduct a region-wide inventory of services and how referrals are done, as well as to map the client journey including transitions in care.

Through the collaborative efforts of many, Regional Wound Care referrals have undergone significant change as of April 2021. Health care providers no longer have to fax or mail referrals. Instead, they complete an electronic referral (eReferral) using a new online portal, and can see the status of their referral. Referrals are made when a wound is not



healing, is stalled or is getting worse, or when a clinician would like consultation or support from an advance practice clinician or specialist in the treatment of wounds.

Central intake makes best use of existing resources, and with five Advanced Practice Clinics across the region, the goal is to shorten the wait for specialized services through early and accurate identification of those most in need, connecting clients to appropriate services more quickly closer to home, and ultimately reducing the number of avoidable amputations.

As illustrated in the Regional Wound Care example, SJCG's work as Regional Referral System lead is not to migrate all services to a 'one-size-fits-all' solution. It's about understanding the potential that exists to do better for clients, and the opportunity to create a system of referral that works better for the people of Northwestern Ontario.

# Introducing rTMS – A New Way to Treat Medication-Resistant Depression

When it comes to treating depression, many people experience success with counselling, medication, or a combination of the two. However, up to a third of all people living with depression do not benefit from these treatments. Now, there is new option available in Thunder Bay for adults who live with medication-resistant depression. It's called rTMS, which stands for Repetitive Transcranial Magnetic Stimulation, and it is a non-invasive way to stimulate the parts of the brain affected by depression.

Performed on an outpatient basis at St. Joseph's Health Centre, clients receive treatment while sitting in a chair that is adjusted for their comfort. A specially-trained technician places an electromagnetic device that transmits repeated pulses over a specific, pre-mapped spot on the client's head for a time of three to 20 minutes. It induces a weak electrical current in the brain tissue beneath the magnet, stimulating circuits

in the front part of the brain that appear to be underactive with depression. The stimulation helps healthy brain activity to develop.

For the first four weeks, clients generally receive treatments 5 days per week. Those who respond typically experience improvement to their depressive symptoms within the first few weeks. The number of treatments are decreased over time, eventually stopping completely or being received as an occasional "booster" treatment. Clients may continue with their existing medication and other therapies, adjusting them in consultation with their primary care provider or psychiatrist. While each client responds differently to rTMS, many find that their depressive symptoms decrease or even go into remission.

Jason\* started rTMS therapy in spring 2020, after living with treatment-resistant depression for nearly 20 years. "I was a little leery of it at first," he says, "but my psychiatrist recommended it." After learning more about the treatment, Jason decided to give it a try. His experience has been life changing. "Within two or three treatments it was like somebody flipped a light switch," he says. Jason continues to receive rTMS treatments, and under the guidance of his doctor, has reduced his antidepressant medication dose in half.

"I still have day-to-day stresses, I still have bad days, but, life is just better," he adds. Having a treatment that works has given him a new lease on life.

“Within two or three treatments it was like somebody flipped a light switch.”

Client

For anyone who would like to learn more, visit [sjcg.net](http://sjcg.net) or speak to your primary care provider.

*\*Name changed to protect client privacy*

# Career Pathways at St. Joseph's Care Group

At St. Joseph's Care Group (SJCG), career development does not stop after hiring. Retaining a bright, capable workforce means providing career pathways to support talented staff members who are interested in new opportunities and responsibilities.

Over the past year, two unique programs were developed to support our staff in reaching those goals:

- **Personal Support Worker (PSW) Training at Hogarth Riverview Manor** – In partnership with SE Health, SJCG offered a 26-week in-house PSW training course. Internal candidates were given priority, and a total of 6 staff opted to take the course along with 4 external candidates. Tuition is a hybrid of a bursary and an interest-free loan. On successful completion, graduates are eligible for full-time positions with SJCG.
- **Food Service and Nutrition Management Certificate** – Through expression of interest, two staff were selected to attend Algonquin College's online Food Service and Nutrition Management Program. Upon completion, students are eligible to write the Canadian Society for Nutrition Management's designation. And that's important to have when you consider that the kitchen at Hogarth Riverview Manor alone prepares around 2,000 meals per day.

As part of our commitment to supporting staff in realizing their educational and development goals, SJCG has a number of programs available: the Central Education Fund, the Advanced Academic Qualifications Assistance, the Tuition Loan Program and the Conference and Presentation Travel Award.



In 2019, we established an internal staff-led management development program called “LEADS the Way” based on the Canadian College of Health Leaders LEADS Framework. The program helps to build leadership capacity by providing skills in effective decision-making, influencing and inspiring others, and creating and managing organizational change through five one-day, interactive, hands-on workshops which explore each domain of the LEADS framework.

A total of 15 participants were enrolled in LEADS when the pandemic was declared. All chose to continue with the program, and we're proud to report that all graduated in January 2021.

SJCG has much to offer anyone seeking a career where you really contribute and make a difference, and have tremendous opportunity for growth.

# Other Strategic Highlights

A new Rapid Access to Addictions Medicine (RAAM) Clinic site was opened at Dilco Anishinabek Family Care, located on Fort William First Nation. This is the third RAAM Clinic site in Thunder Bay, and it means that RAAM Clinics now operate 5 days per week at multiple sites across the city, bringing in-the-moment access to supports for more individuals living with substance use issues. Launched in 2018, RAAM clinics aim to tackle the elevated rates of opioid and alcohol abuse in Northwestern Ontario.

At Sister Margaret Smith Centre, a new Intensive Day Treatment Program was introduced as an option for anyone requiring intensive treatment for substance use but unable to stay in residence. The program provides supports for transportation, as well as evening telephone appointments, and gives more options to people who are balancing other life commitments from family to employment.

Balmoral Centre hired Nurse Practitioners to enhance primary care services for clients receiving withdrawal management services,

and to provide a weekly primary care clinic for clients at Sister Margaret Smith Centre. These additional resources have also supported a pilot project in partnership with Thunder Bay Regional Health Sciences Centre, which saw the addition of three dedicated beds to facilitate transitions in care between the Emergency Department and Balmoral Centre. With the additional beds and increased resources for medical supports, the availability of withdrawal management has been expanded.

Through community support via St. Joseph's Foundation of Thunder Bay, the Activities of Daily Living (ADL) suite on the 5th floor of St. Joseph's Hospital was renovated. The ADL suite is a homelike environment where seniors become confident in the activities of daily living before returning home.

As lead for Regional Rehabilitative Care, SJCG received 2-year funding to implement Good Life for Arthritis in Denmark (GLA:D), an osteoarthritis conservative management service offering. GLA:D will be offered through virtual care delivery at 6 sites across the region, and will be further expanded to support local and regional programming.

Our participation in the Rural and Northern Immigration Pilot, in partnership with the Community Economic Development Commission, saw 32 foreign skilled workers receive community recommendation this year, making them eligible to apply for permanent residency. Six of the 32 are employed with SJCG.

SJCG launched a new staff Intranet in October 2020. The new Intranet operates on a modern platform and provides an improved end-user experience with greater search and filtering capabilities, integration with SJCG's in-house developed 411 database, and is fully accessible.



# 2020 - 2021 Board of Directors

**Bishop Fred Colli**  
Chair

**Maureen Brophy**  
Past Chair

**Susan Fraser**  
Vice Chair

**Roberta Simpson**  
Treasurer

**Tracy Buckler**  
President & CEO

**Dr. Geoff Davis**  
Chief of Staff

**Shelley McAllister**  
Chief Nursing Executive

**Dr. Walid Shahrour**  
President of the  
Professional Staff  
Association

**Barbara Jarvela**  
Representative of The  
Sisters of St. Joseph of  
Sault Ste. Marie

**Derek Tycholas**  
Representative of  
St. Joseph's Foundation  
of Thunder Bay

**Paula Bouchard**  
Representative of the  
Catholic Health Sponsors  
of Ontario

**Members:**  
Naomi Abotossaway  
Charles Fox  
Jennifer Lawrance  
Clare Milks  
Garth Postans  
Fhara Pottinger

**Honourary Members:**  
Don Caron  
Guy O'Brien  
Dick O'Donnell

# Leadership Team

**Tracy Buckler**  
President & CEO

**Dr. Geoff Davis**  
Chief of Staff

**Adam Shaen**  
**Myrna Holman (Retired)**  
Vice President People, Mission  
& Values

**Janine Black**  
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

**Kim Callaghan**  
Director of Communications,  
Engagement & Client Relations

# Financial Statements

Statement of Operations (in thousands of dollars)

Revenue	2021	2020	Percent
North West Local Health Integration Network	161,674	144,149	82%
Accommodation Co-Payment	13,479	13,907	7%
Program Fees and Rentals	4,608	4,637	2%
Amortization of Deferred Contributions Related to Capital Assets	4,251	3,917	2%
Other Recoveries	12,687	13,701	7%
TOTAL	196,699	180,311	100%

Expenses	2021	2020	Percent
Amortization of Equipment, Buildings and Leaseholds	8,813	8,847	5%
Drugs	1,512	1,633	1%
Interest on Long Term Debt	1,508	1,570	1%
Medical and Surgical Supplies	2,343	1,452	1%
Medical Staff Remuneration	8,330	7,637	4%
Salaries and Benefits	143,386	132,667	75%
Supplies and Other	25,692	25,221	13%
TOTAL	191,584	179,027	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

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

Annual Report to Our Community 2020-2021 is produced by the Communications, Engagement & Client Relations department.  
*Cette information est disponible en français sur demande.*



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.

St. Joseph's Care Group is pleased to make its documents available in alternate formats to meet accessibility needs. Please contact us at:  
**Email:** [accessible@tbh.net](mailto:accessible@tbh.net)  
**Phone:** 807-768-4455  
**Mail:** SJCG Communications & Engagement  
580 Algoma St. N.  
Thunder Bay, ON P7B 5G4

Visit us at [sjcg.net](http://sjcg.net) or follow us on Facebook



ST. JOSEPH'S CARE GROUP