



2021-2022



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.

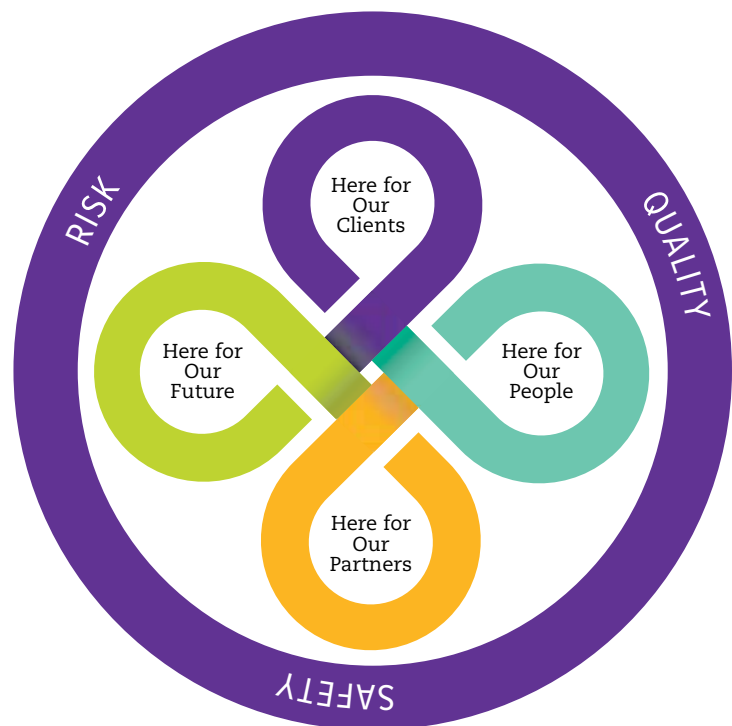
*Care
Compassion
Commitment*



St. Joseph's Care Group's 2020-2024 Strategic Plan: *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 those areas.

As we advance our Vision of becoming a leader in Client-Centred Care, we plan through a lens of Quality, Safety & Risk with a focus on 4 priority areas: Our Clients, Our People, Our Partners, and Our Future.



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

People are the heart of care. In this Annual Report, we are proud and honoured to share achievements made possible because of people – those who saw need, those who came together to share experience and expertise, and those who brought the vision to life.

Nothing speaks more to the resilience and commitment of staff, clients, volunteers and visitors alike than our continued response to the COVID-19 pandemic. We rely on each other to follow the guidance of public health, and practice all of the precautions that we know slow transmission of the virus, to keep clients safe and well.

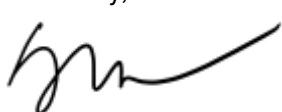
Even with the many challenges staff have met with quiet determination during the pandemic, St. Joseph's Care Group continued to further our Strategic Plan to be Here for You When You Need Us. Our innovative programs are receiving national and international recognition, with the Health Standards Organization awarding Leading Practices for the Community Rehabilitation Worker Role in Remote First Nations in Northwestern Ontario, and Pathways for Isolations Supports for Vulnerable Populations During the Pandemic.

Wiidosem Dabansendizowin – Walking with Humility – is our journey of Truth and Reconciliation. We humbly extend our appreciation to Ogichidaa Onnakonigewin, the Elders Advisory Council, who have shared knowledge and wisdom with incredible grace and kindness in leading this important work.

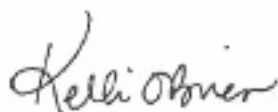
To provide care for people at their most vulnerable is a privilege, and we are grateful to our staff, physicians, volunteers, Elders and partners for their service to our communities. The stories in this Report are a glimpse of the incredible work they do each and every day with Care, Compassion and Commitment.

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,



Susan Fraser
Chair, Board of
Directors



Kelli O'Brien
President & Chief
Executive Officer



Susan Fraser



Kelli O'Brien

YOUR IMPACT REPORT

We are so grateful for your continued investment and support!



ST. JOSEPH'S FOUNDATION
OF THUNDER BAY



Total Donations

\$665,750



Number of Donors

864



Contributions to SJCG

\$500,000



Lottery Proceeds

\$134,000



Memorial Gifts

\$46,000



Annual Golf Classic

\$56,000



Curl for Care Funspiel

\$10,500



Estate/Bequest Gifts

\$112,250



Fort William Rotary
House Lottery

\$28,000

YOU SUPPORTED...

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





MESSAGES OF THANKS

“

I would like to commend the amazing staff at St. Joseph's Hospital. The dedicated doctors, nurses and therapists took excellent care of my dad who suffered a stroke and stayed with them for over 10 weeks. They always kept us informed from the first day of transition and through the weeks with frequent updates, medical plans, rehab, and then thorough after care once he was discharged home. Their positive energy, compassion, and genuine care for the residents is incredible! Sincerely and forever grateful.

- LAURA MORINE & THE CLIFF FAMILY



”



“

During our sister's final days at SJCG Hospice/Palliative Care, our family was embraced by the entire staff. The expertise and gentle ways of the interprofessional team made her days more comfortable and our visits more meaningful. For their loving actions we are forever grateful.

- SYLVIA KAYZER, FAMILY MEMBER

”

Our Pandemic Response

In the first year of the COVID-19 pandemic, we were responding to a ‘novel’ (new) virus. It meant putting into place immediate precautions, with guidance and direction from provincial and federal public health bodies and government. In year two, responding to the pandemic continued to be our area of greatest focus and priority. The availability of a vaccine was a game changer, reducing the severity of the virus for many of those affected.

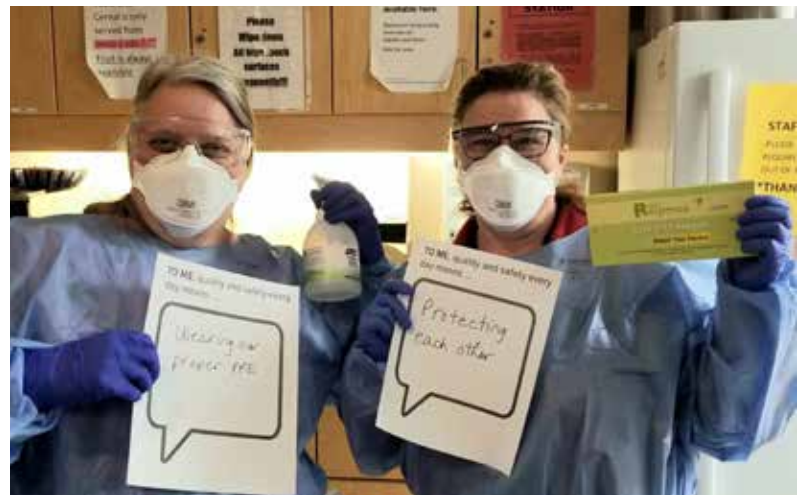
SJCG’s Incident Management Team (IMT) – comprised of subject matter experts from multiple disciplines including our Leadership Team, Chief of Staff, Infection Prevention & Control, Occupational Health, Safety & Wellness, Chief Nursing Executive, and ad-hoc members where additional expertise was required – met regularly to assess and guide all aspects of our pandemic response.

The IMT balanced the importance of visiting with the impact of COVID-19 on the broader healthcare system and staffing. Here are some of the ways that we adapted to keep clients safe:

- When general visiting paused, clients or their substitute decision makers designated Essential Visitors or Caregivers who continued to visit. For anyone not able to visit in person – due to distance, or precautions, or because they are self-isolating – we are continuing to offer virtual visits.
- SJCG’s Isolation Shelter remains in place for people directed to self-isolate by public health, and are experiencing homelessness or underhousing. We are grateful to the Public Health Agency of Canada for continuing to support this vital service through temporary funding, allowing us to serve over 1,000 people who made the decision to voluntarily self-isolate.

- Consistent with Ontario’s Chief Medical Officer of Health’s guidance, SJCG maintains precautions at all of our sites. We actively screen for the virus on entry, and everyone entering our sites completes hand hygiene, and is provided with a surgical mask which must be worn at all times.
- Omicron directly impacted the healthcare system, with pausing of elective surgeries and some diagnostics, and illness and required self-isolation among staff. To meet client needs, staff were redeployed, such as from areas that would typically see post-surgical clients. Where appropriate, virtual technologies were used to deliver programs and services when in-person service was not possible.

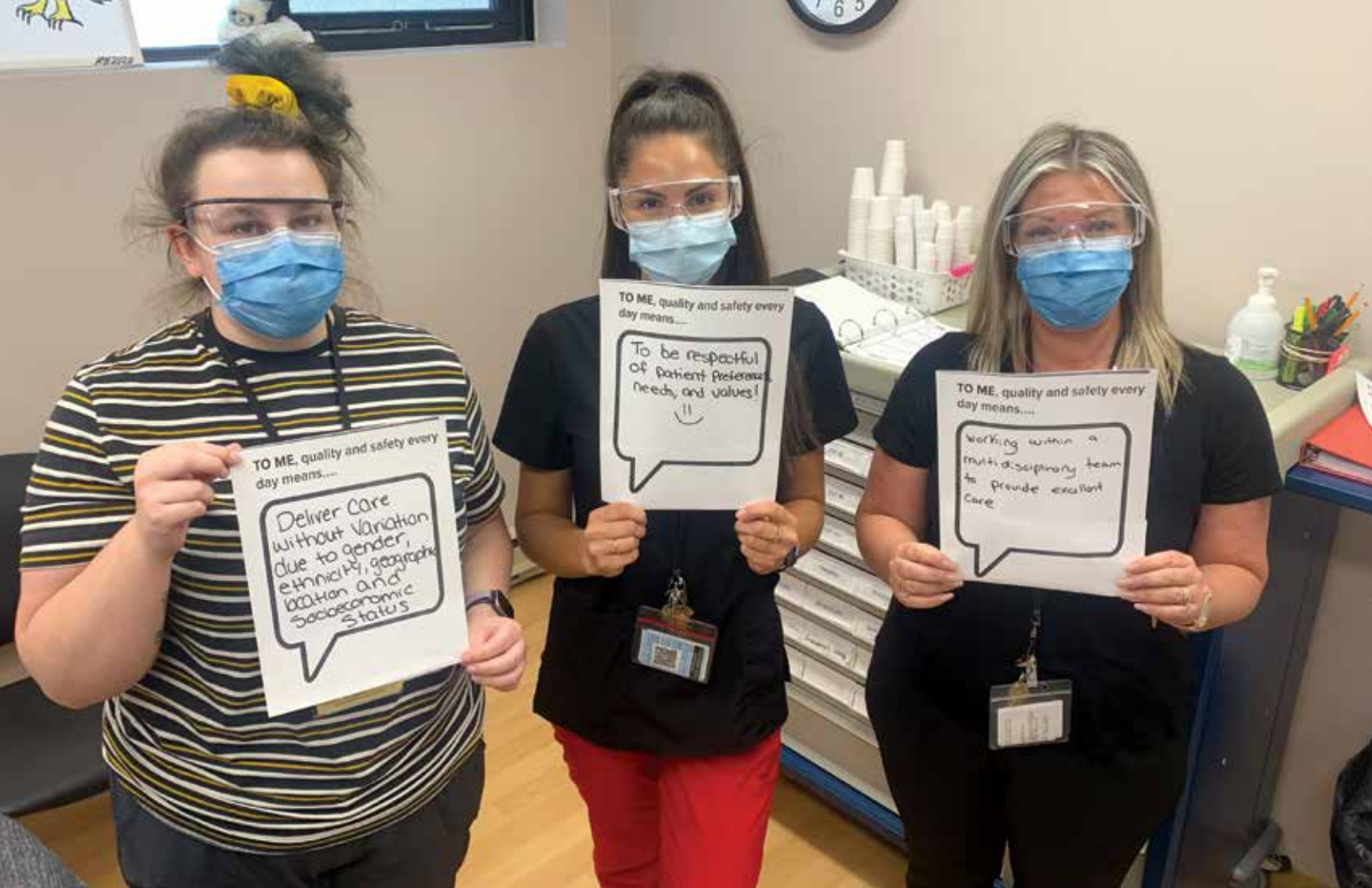
Our pandemic response will continue as Ontario, and the rest of the world, transition to a longer-term management of COVID-19. Once again, to our clients, their families, our staff, our volunteers, our partners and our community, thank you.





PART ONE

Furthering Our Strategic
Plan to be Here for You
When You Need Us



Accreditation Canada

We are fortunate to work in healthcare, and make a difference in the lives and wellbeing of so many people. We want to know how we're doing in delivering those services safely, with high quality, in a way that is people-centred, respectful and supportive of our staff, clients and families. That's

why we proactively and voluntarily participate in Accreditation from Accreditation Canada.

Together with Health Standards Organization (HSO), Accreditation Canada inspires people to make positive change that improves the quality of health and social services in Canada and around the world.



SJCG was assessed against the following 12 Sets of National Standards of Excellence which included an aggregate of 595 High Priority Criteria, and 892 Other Criteria:

1. Governance
2. Leadership
3. Infection Prevention & Control Standards
4. Medication Management
5. Ambulatory Care Services
6. Community Health Services
7. Community-Based Mental Health Services & Supports
8. Hospice, Palliative & End-of-Life Services
9. Long-Term Care Services
10. Mental Health Services
11. Rehabilitation Services
12. Substance Abuse & Problem Gambling

Our on-site Accreditation Canada survey was completed between April 25-29, 2022. For the first time, our survey team included a patient surveyor who brought first-hand insight from the client perspective in the assessment of our client-centred care across the Leadership, Governance and Clinical Standards. The feedback we received will help guide us as we pursue our vision of being a leader in client-centred care. At the time of this publication, we are waiting – with excitement – for our report and final decision.

Read on to learn more about SJCG's own HSO Leading Practice designations.



ACCREDITATION
CANADA

SJCG Awarded Two HSO Leading Practices

SJCG is excited to announce that we have been awarded two Leading Practices by the Health Standards Organization (HSO).

Leading Practices are innovative, people-centered, evidence informed practices that have been implemented by an organization. They must demonstrate positive change, safe and reliable care, accessible and appropriate, and/or integrate services. Leading Practices are peer reviewed, highlighting the importance of community in creating and sharing knowledge to improve quality of care and service. The two Leading Practices awarded to SJCG in 2022 were:

1. Community Rehabilitation Worker Role for Remote First Nations in Northwestern Ontario

In 2017, SJCG's Northwest Regional Rehabilitative Care Program (RRCP), together with community leaders and other partners, identified significant gaps in rehabilitative services in remote Indigenous communities. To meet local need, a Community Rehabilitation Worker (CRW) role was developed that will train and employ local community members to support individuals with the activities of daily living including traditional activities within the community, exercise and social groups, local and regional

transportation assistance, transitions in care, and much more. In it's decision, HSO told us that:

“The submission is a practice that can be implemented throughout the country with specified trainings and adaptations. This will enhance the communities access to rehabilitation services and also speed up the re-integration of the persons served into the community.”

“This initiative is both innovative and transformative, especially in terms of cultural sensitivity, networking and collaboration, and community outreach of vulnerable populations.”

The RRCP, together with co-investigators Helle Moeller (Lakehead University), Joan Rae (Sandy Lake First Nation), Robert Baxter (Eabemetoong First Nation), Wesley Nothing (Michikan Sakahegun First Nation), and Marlene Quequish (North Caribou Lake First Nation) were the recipients of Lakehead University's Indigenous Partnership Research Award, 2022, for their work: “Supporting elders living with frailty in remote Indigenous communities in Northwestern Ontario: Developing the role of a Community Rehabilitation Worker.”

2. Collaboration of Community Based Services to Build Pathways of Isolation Supports for Vulnerable Populations During the COVID-19 Pandemic

In March 2020, at the start of the COVID-19 pandemic, immediate need was identified to create a safe isolation space for people experiencing homelessness who could not heed the advice of public health to isolate at home, and to mitigate transmission of the virus amongst vulnerable populations. A partnership was established with key community stakeholders to secure rooms within a local hotel, which were supported by on-site staff 24-hours per day. As noted by HSO in it's decision:

“The development of the document in partnership with key stakeholders and collaboration with Public Health for creating a sustainable plan for mobilizing of services are great examples for spread and sustainability.”

“Inclusion of community members in the staffing team along with provision of culture specific programs such as managed alcohol, opioid therapy, smoking protocol, smudging kits and partnership with local indigenous health organizations demonstrate the people centred approach.”

For more information on the HSO and Leading Practices: healthstandards.org/leading-practices



Lifting of the MMO | Quality Journey At Hogarth Riverview Manor

Efforts to improve the delivery of care at Hogarth Riverview Manor have been recognized by the Ministry of Long-Term Care with the lifting of the Mandatory Management Order, effective Thursday, September 9, 2021. Through the commitment and efforts of all staff, HRM embarked on a quality improvement journey that re-envisioned how we work collectively to deliver the safe, high quality care that residents and families deserve.

Over the past year, we have implemented:

- A Culture of Continuous Improvement: iCare Improvement Tickets – all staff have the ability to submit a ‘ticket’ with their ideas on improving care and the work environment. iCare Improvement Tickets are reviewed jointly by staff and management to create solutions together. This system complements daily Resident Home Area staff huddles that focus on resident wellbeing.
- New Technology – this fall saw the implementation of PointClickCare (PCC), which is software that allows staff to document the activities of daily living at the point of care, in real time. A recent enhancement is the Wound Care Module, which improves accuracy in monitoring wounds and creates a collaborative clinical environment for consultation and treatment.
- Enhanced Reporting for Quality Improvement – leveraging data through PCC and other software, teams measure indicator trends, and are able to evaluate the outcome of process and service changes within the Home in a way that is timely, meaningful and responsive.

We are grateful to our residents and their families, and extend our sincere appreciation to both the Residents Council and Family Council for their guidance and insight.

Addictions Recovery Funding To Meet Urgent & Immediate Need

\$1.1 Million in Funding to Improve Access to Specialized Addiction Services & Supports

Right now, the opioid-related morbidity and mortality rate is 10 times higher in the Thunder Bay District Health Unit serving territory than in the rest of the province. The pandemic has added to what can only be described as a crisis need in our region.

In consultation with our region's mental health and addictions networks, a proposal was developed to expand and enhance addiction bedded programs in response to urgent needs identified within the city of Thunder Bay and surrounding region. St. Joseph's Care Group was named as the lead agency on the

proposal, in partnership with Dilico Anishinabek Family Care, Canadian Mental Health Association Thunder Bay, NorWest Community Health Centres, Crossroads Centre, and North of Superior Programs.



On March 14, 2022, Ontario's Ministry of Health announced \$1.1 million dollars to expanded addictions services and supports in Thunder Bay through the new Addictions Recovery Fund. Because of this funding, we can do more to meet the growing need:

Withdrawal Management	
Agency	Net New Beds
St. Joseph's Care Group – Balmoral Centre	2
Dilico Anishinabek Family Care	2
Agency	Enhanced Beds
Canadian Mental Health Association Thunder Bay	6

Addictions Treatment	
Agency	Net New Beds
St. Joseph's Care Group – Sister Margaret Smith Centre	4
Dilico Anishinabek Family Care	4
NorWest Community Health Centres	2

Supportive Treatment	
Agency	Enhanced Beds
Crossroads Centre	4

Transportation	
Agency	
North of Superior Programs	

Addictions Services Fund is a 3 year investment (2021-22, 2022-23, and 2023-24)

Home With Virtual Supports For Seniors Discharged From Hospital

For seniors returning home after a stay in hospital, having the right supports in place can make all the difference in their health and wellbeing.

In planning for discharge from hospital, clients, their families and the interdisciplinary care team collaborate to create a Patient Oriented Discharge Summary – or PODS – that describes the ‘next steps’ of care including medications, outpatient appointments, assistive devices needed, and more.

In late fall, Remote Care Monitoring (RCM) was introduced as one of those “next step’s” to support transitioning home. Through RCM, clients and their families are connected with a Client Transition Coordinator for up to 30 days after leaving the hospital. The program is flexible. Using tablet technology – either on their own device or one provided by the program – clients are prompted to enter their daily health information, and receive reminders about medication and other care plan activities. For those who prefer telephone, the Client Transition Coordinator will call to obtain and update information.

The client’s health information is monitored by the Coordinator, who will connect with the client either by video call or telephone to check in or address any concerns they may have. Through partnership, an escalation pathway exists to bring necessary local supports to the client – from community paramedicine, to home and community care.

Early results of this new program are promising. Clients report that they have had less need to visit an emergency department or call 911 since starting the program, and 87% of clients said they feel confident in being able to manage their health and stay at home.

Number of Client Referrals
78

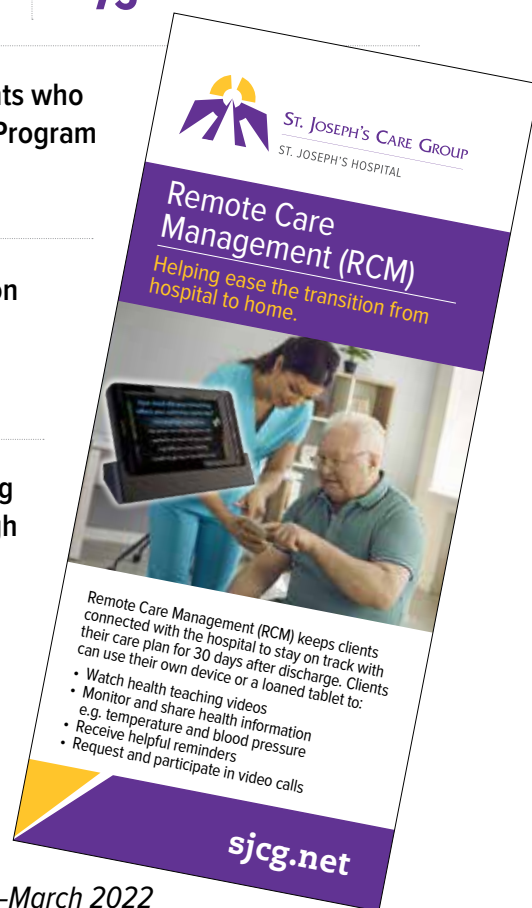
Number of Clients Enrolled
73

Number of Clients who Completed the Program
52

Average Duration of Enrolment
23.7 days

Clients Receiving Supports through Escalation Pathway
31

Data is for
November 2021–March 2022





PART TWO

On Our Journey of Walking with Humility



Truth & Reconciliation

In 2018, SJCG launched “Wiidosem Dabasendizowiin Walking with Humility: A Plan to Develop Relationships and Practices with Indigenous People 2018-2021.” We were honoured to have Chief Peter Collins, Fort William First Nations, speak at the launch where he underscored the importance of relationships and partnership. Wiidosem Dabasendizowiin provides a framework with the goal of improved health outcomes through safe and culturally sensitive care.

On National Indigenous Peoples Day (June 21, 2021), Chief Peter Collins again joined us as we announced the outcomes achieved in our First Steps Report. Now, we turn from the Eastern direction of the Medicine Wheel to Zhaawaong, the Southern Direction. Summer 2022 will see the launch of Walking with Humility: The Southern Direction 2022-2024.

In 2021, we introduced N’doo’owe Binesi (Healing Thunderbird) to lead the work and development of

SJCG’s new Indigenous Health Team (IHT). The IHT and Nanaandawe’ewin (Traditional Healing Program) are guided by an Elders Advisory Council - Ogichidaa Onnakonigewin. Community Elders and Knowledge Keepers support Indigenous clients through culturally appropriate and safe care using Indigenous Pathways to healing rooted in Anishnaabe culture, values and traditions. This growing team plays a key role providing education on the impacts of colonialism on Indigenous communities, trauma-informed Indigenous-specific systemic racism training, and increasing the understanding of Indigenous knowledge.

The Indigenous Health Education Committee (IHEC), an Indigenous-led, interprofessional group consisting of staff, leadership and Elders, works alongside the IHT and Nanaandawe’ewin to grow knowledge and awareness among staff of the link between the Canadian historical reality and the current health crisis experienced by Indigenous



Peoples. Through Ceremony and Teachings, SJCG staff, clients and members of our Board had the privilege of learning together:

- A Sunrise Ceremony was held on September 27, 2021, with a Sacred Fire lit and tended to by Fire Keepers for 4 days leading up to the first National Day for Truth and Reconciliation. It was a welcoming and sacred space for all to offer prayers for the children who never returned from residential schools, and for Indigenous Peoples who are still impacted today.
- During Canada's inaugural Treaties Recognition Week (first week of November) showings of Walk a Mile and workshops combined beading with teachings on the meaning and significance of Wampum Belts, and were held at SJCG sites across Thunder Bay.
- In December, Anishinaabe Storytelling – a special 4-part series called Anishinaabe Legends and Storytelling – was hosted jointly by Elders and the IHT.
- Guided by an Elder, and facilitated by two staff members (one Indigenous, and one non-Indigenous), “Repairing the Sacred Circle: An Indigenous Cultural Awareness and Education Primer” was introduced this year. This three-hour course is a core competency for leaders, and is being expanded to all staff.
- Created in partnership with Indigenous artists and storytellers, with selected pieces from Thunder Bay Art Gallery, Gikendmowin (Knowledge Sharing), a series of displays located in the Main Hallway at St. Joseph’s Hospital, was introduced.



Gikendmowin is a way for all to see and engage with artifacts and artwork that convey Indigenous cultures, beliefs and healing. Our first display, created by Caitlyn Bird, was of traditional medicines. Leanne and Jean Marshall curated the second display, telling the story and importance of tanning hide.

To support providers in rural, remote and underserved areas on the topic of chronic pain and substance use specific to Indigenous clients, SJCG's Extension for Community Healthcare Outcomes (ECHO) Hub led a 10-session education series - Indigenous Chronic Pain and Substance Use. Among the 57 participants, self-reported feedback supported increased knowledge, with one participant sharing: “This ECHO is like the eagle feather that came to me on my personal journey of learning.”

Our walk continues, and through the stories on pages 20-21, we welcome you to walk together with us.



Authentic Healing and Reconciliation: CHAC National Conference

It is with humility and gratitude that St. Joseph's Care Group, together with Fort William First Nation, hosted the 59th Catholic Health Alliance of Canada's Annual National Conference: *Looking Within: Creating Culturally Safe Environments of Care for Indigenous People*.

Pre-conference activities began on Wednesday, May 11, 2022 with a Sunrise Ceremony and Lighting of the Sacred Fire. On May 12 – 13, over 125 Catholic healthcare organizations from across Canada came together virtually in ceremony, exploring uncomfortable truths as well as shared

actions that will help us collectively move forward toward authentic healing and reconciliation, mutual understanding and trust.

We are honoured by the respect entrusted to us by Fort William First Nation and the Catholic Health Alliance of Canada. For SJCG, it marked an important milestone in our own journey of *Wiidosem Dabasendizowin: Walking With Humility*. We hope this conference will serve as an ember of hope for transformational change for Indigenous People receiving care within Catholic health care coast to coast.



Schedule of Events	
WEDNESDAY MAY 11, 2022	
Pre-Conference Activities: Sunrise Ceremony, Lighting of the Sacred Fire, Sweet grass smudging are not public events and will not be live streamed. They will occur in Thunder Bay to ensure the success of the conference. Kairos Blanket Exercises will be available to those who register for this activity.	
THURSDAY MAY 12, 2022 ~ 10:30 – 16:30 EST	
10:30	Words of Welcome and Opening Prayers John Ruetz, Kelli O'Brien and Chief Peter Collins Pipe Ceremony – Elder Ernie Kwandibens Prayer: Ernie and Charlotte Kwandibens
11:00	The Story of Creation
11:20	Keynote Address: Dr. Cynthia Wesley-Esquiaux
12:20	Lunch Break
13:00	Virtual Kairos Blanket Exercise
13:00	Discussion forum for participants who were able to attend in-person Kairos Blanket Exercises
15:00	Health Break
15:15	Keynote Address: Niigaanwewidam James Sinclair, PhD
16:15	Weavers' comments and Jingle Dance
16:30	Conference concludes for the day.
FRIDAY MAY 13, 2022 ~ 10:30 – 16:30 EST	
10:30	Welcome: John Woods and Marina Read Opening Prayer: Elder Mary Wilson
10:45	Keynote Address: Dr. James Makokis
11:45	Panel Discussion Lisa Raven, Diane Longboat and Dr. Cynthia Wesley-Esquiaux
12:45	Lunch Break
13:30	Presentation of National Awards
13:50	Panel Discussion Paul Francis Jr., Harmony Johnson and Bill Hill
14:50	Health Break
15:05	Keynote Address: Terrell Fearn
16:05	Closing Prayer: Ernie and Charlotte Kwandibens
16:10	Weavers' Comments and Conference Closing Remarks Traveling Song: Traditional Grandfather drum and singers

Beyond Our First Steps

Peemigabow – Grandmother Eagle Staff

It was during ceremony in the Fall of 2021 that some members of the Ogichidaa Onaakonigewin Elders Advisory Council first had visions of a Staff. Ash was collected by Gerry Baxter, an Elder, and Nathaniel Moses, a Cultural Practitioner with St. Joseph's Care Group, near Kakabeka Falls during a snowstorm later in the year. For many months, Ernie and Charlotte Kwandibens followed the guidance of spirits in the creation of a Grandmother Eagle Staff.

At a ceremony in 2022, the Staff - known as Peemigabow - was given to the members of the Elders Advisory Council. In Anishinaabemowin, Peemigabow is loosely translated as Crooked One Standing.

As told by Ernie Kwandibens, there are many different types of Staffs, some used in peacetime and some in battle. The bend at Peemigabow's top identifies her as a peacetime staff. "Well the Eagle Staff has and is a huge significance to our tribes, and most of the tribes in North America, that's what they follow. And not anyone just can put one together and go with it. It's something that has to come from the spirit world. The idea is to designate someone that will be capable of carrying that gift that's being handed down to the tribe, to be able to carry it in a good way, and to be responsible for it; putting their whole life into the Staff."

Each Staff is created differently, and by listening to the Staff through its features, we can understand its teachings. The colour red represents First Nation People. The 13 eagle feathers along the Staff represent the months of the year.

The yellow medicine wheel on top signifies the moon, the full moon, and the ribbons on the sides are the rays of the moon. The moon is an important



female symbol in Anishinaabeg culture that is often referred to as "Kokum," or "grandmother." The 6 coloured ribbons at the mouth of the mink represent the 4 colours of the Earth and the six directions, and also serve as a reminder of the importance of telling our stories.

Peemigabow has been gifted to the Indigenous Health Team. As explained by Ernie, "One of the most important things I want people to understand is that the Staff belongs to this group. It's not St. Joseph's Staff. It's the Native people that are working with this group of people, trying to bring Native understanding to St. Joseph's – that's why it's here."



PART THREE

Our Vision: A Leader in Client-Centred Care

Volunteering is Giving from the Heart

The spirit of community comes from those who choose to give of their own time and make a difference in the lives of others. This year saw the return of Volunteers to St. Joseph's Care Group's sites. Before returning, they completed a 're-orientation' that included our pandemic precautions where they learned how to use personal protective equipment like masks, and received instruction on infection control practices like how to correctly perform hand hygiene.

And what a triumphant return it was! Volunteers contributed over 11,000 hours this year alone.

Volunteering happens in many different ways. In fact, something exceptional has been happening at Bethammi Nursing Home and Hogarth Riverview Manor. To the delight of residents, students at St. Ignatius High School and St. Patrick High School have been giving from the heart, sending cards and artwork since the early days of the pandemic.

Irene Forneri, a resident at Bethammi, describes the impact of the student's gifts: "We, residents of Bethammi Nursing Home, appreciate the fact that we have such a strong bond with the students of St. Ignatius High School – Common Bonds Class. It has been a joy to receive hand-made cards and gifts that they sent to us."



Plans are underway for the residents and students to meet face-to-face. Many of the students who began with the program nearly two years ago are poised to graduate this year, and the experience of connecting with residents is something that will have a lasting impact on many of their lives.

In the words of a student volunteer from St. Ignatius High School: "If we could all give without expecting anything back, the world would be 100 times better. Serving others with humility, out of love, just feels like the right thing to do."

Volunteering is a work of heart. If you would like to learn more, please visit our website (sjcg.net) and click Careers & Volunteering.



Achieving Our Vision Through Client & Family Partnership

In 2012, St. Joseph's Care Group (SJCG) set forth a vision in our new Strategic Plan: to be a Leader in Client-Centred Care. Who better than to guide the realization of that vision than our clients and their families? Enter SJCG's Client & Family Council (the Council).

The Council found its roots in a working group tasked with creating our first Model of Client-Centred Care, which was introduced in 2014-15. Over the past decade, they have been helping to shape the way that SJCG's programs, services, and care are delivered, enabling progress towards our vision.

We knew it was important to have a way for clients and their families to partner with us – from strategic planning, to quality improvement, to program and service delivery. With guidance and oversight from

the Council, we developed and launched the Client & Family Partner Program at SJCG in 2015-16.

The program is open to current and past clients, or family member of a client, who would like to volunteer their time through direct involvement in planning and decision-making initiatives across SJCG. We meet with every Client & Family Partner to understand their interests, and how they would like to contribute. Partners receive volunteer orientation, training to support them in their role, and a Guidebook on sharing their story and experiences, preparing for meetings, and recognition for our volunteers. Experienced partners provide mentorship to new partners, offering them guidance and advice.

What Kind of Initiatives do Client & Family Partners Participate In?

Since the launch of the Client & Family Partner Program, we have seen the number of Client & Family partners grow exponentially. The more than 70 active Client & Family Partners are involved in short, medium and long-term projects and committees including:

- Board Committees, including the Quality, Safety & Risk Committee.
- Standing Committees, such as the Ethics Committee, Community Engagement Councils (Rehabilitative Care, Addictions & Mental Health, and Seniors Health), and Quality Committees such as Leadership Quality and Safety.
- Projects ranging from Patient Oriented Discharge Summaries (improving transitions home from hospital), to the Regional Referral System Steering Committee (focused on program and service referrals across Northwestern Ontario) to renovations and signage.
- Hiring panels for management positions across SJCG.

SJCG's Client & Family Partners are helping to shape the future of healthcare through participation in regional, provincial and national committees. We are grateful for their contribution, and for bringing their experience and perspectives to planning tables including Ontario Health Team development.

What's Next for the Client & Family Partner Program?

Jack Christy, Client & Family Partner and Co-Chair of SJCG's Client & Family Council, is excited for the future of client and family partnership. "This year, we introduced a co-designed Client & Family Partner Evaluation to help us identify and act on feedback from clients, families and staff to grow and improve our program."



By having an Evaluation Framework, we are able to measure the value that client and family partnership brings to our volunteers, and to the broader organization, as we work together to deliver programs and services that reflect the unique and individual needs of our clients.

"We extend our appreciation to Dr. Elaine Hogard, Director of Assignment and Program Evaluation with the Northern Ontario School of Medicine University, who partnered with SJCG's Client & Family Council to develop the Evaluation Framework," notes Jack. "It will help further our vision of A Leader in Client-Centred Care."

Anyone interested in Client & Family Partnership is encouraged to learn more by visiting our website (sjcg.net) and clicking on Careers & Volunteering.

2021 - 2022 Board of Directors

Susan Fraser
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Bishop Fred Colli
Past Chair

Jennifer Lawrance
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of Thunder Bay

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Guy O'Brien
Dick O'Donnell

Leadership Team

Kelli O'Brien (September 2021 to present)

Tracy Buckler (Retired September 2021)

President & CEO

Dr. Peter de Bakker (June 2021 to present)

Dr. Geoff Davis (Retired June 2021)

Chief of Staff

Adam Shaen

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

Paul Francis

Director of Indigenous Relations

Financial Statements

Statement of Operations (in thousands of dollars)

Revenue	2022	2021	Percent
North West Local Health Integration Network	164,665	161,674	81%
Accommodation Co-Payment	13,012	13,479	6%
Program Fees and Rentals	4,683	4,608	3%
Amortization of Deferred Contributions Related to Capital Assets	4,294	4,251	2%
Other Recoveries	16,955	12,687	8%
TOTAL	203,609	196,699	100%

Expenses	2022	2021	Percent
Amortization of Equipment, Buildings and Leaseholds	8,765	8,813	4%
Drugs	1,560	1,512	1%
Interest on Long Term Debt	1,492	1,508	1%
Medical and Surgical Supplies	2,888	2,343	2%
Medical Staff Remuneration	8,563	8,330	4%
Salaries and Benefits	148,288	143,386	74%
Supplies and Other	25,950	25,692	14%
TOTAL	200,506	191,584	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 2021-2022 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
Phone: 807-768-4455
Mail: SJCG Communications & Engagement
580 Algoma St. N.
Thunder Bay, ON P7B 5G4

Visit us at sjcg.net and follow us on Facebook



ST. JOSEPH'S CARE GROUP