



2022-2023



ST. JOSEPH'S CARE GROUP

Annual Report

# Table of Contents

Message from the Chair of the Board of Directors and the President & CEO	4
Update from St. Joseph's Foundation of Thunder Bay	6
<b>HERE FOR OUR CLIENTS</b>	<b>8</b>
Reducing Harm Through Gentle Persuasive Approach	9
Culture is Care – Traditional Healing Across St. Joseph's Care Group	10
Getting FIT: Improving Transitions Between Care Environments for Older Adults	11
More Access to Psychotherapy for Northwestern Ontario	12
<b>HERE FOR OUR PEOPLE</b>	<b>13</b>
Wellness in Our Workplace	14
Equity, Diversity & Inclusion Takes Flight	14
Repairing the Sacred Circle: An Indigenous Cultural Education & Awareness Primer	16
<b>HERE FOR OUR PARTNERS</b>	<b>17</b>
Willow Place – Transitioning from Hospital to Community	18
Safe Sobering Site and Withdrawal Management in Thunder Bay	19
Access to Specialized Care to Promote Lower Limb Preservation	20
Virtually There: Leveraging Innovative Technology for Advanced Wound Care	21
<b>HERE FOR OUR FUTURE</b>	<b>22</b>
Hogarth Riverview Manor's Quality Improvement Program Recognized Internationally	23
Electronic Health Record & Digital Health Update	24
Financial Accountability For Our Present and Future	25
Board of Directors	26
Leadership Team	27
Financial Statements	28



# 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.

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# 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

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Change moves us forward. It creates space for innovation and inspiration, adopting new technologies and approaches, while leaning into our values and teachings. That willingness to change is how St. Joseph's Care Group continues to be *Here for You When You Need Us* through our 139 years of service to the people of Northwestern Ontario.

As important as change is, we must ensure that we continue to deliver the high-quality, safe care that our clients rely on. This year, St. Joseph's Care Group was awarded Accreditation with Exemplary Standing by Accreditation Canada for a third consecutive time. Accreditation with Exemplary Standing is given to organizations that reach the highest level of performance by achieving excellence in creating a strong and sustainable culture of quality and safety. Also, the Registered Nurses Association of Ontario has again recognized St. Joseph's Care Group as a Best Practice Spotlight Organization for our commitment to building an evidence-based practice culture across our organization.

In Summer of 2022, our journey of reconciliation continued with the launch of *Looking to the Southern Direction*, the second of our *Wiidosem Dabasendizowin: Walking with Humility* plans to develop relationships

and practices together with Indigenous Peoples. Relationships are founded in mutual respect and understanding, and we are honoured that the students of Dennis Franklin Cromarty High School have entrusted us as partners in Wake the Giant, furthering our commitment to a healthcare system where Indigenous People can expect to be welcomed in an environment that supports care for body, mind and spirit.

Having the right structures is key to enabling change. Over the past year, St. Joseph's Care Group has welcomed our first Director of Mission & Equity, a Wellness Facilitator, and a Manager of Capital Planning & Development. To strengthen connections and enhance flow, Inpatient Mental Health Rehabilitation and Community Mental Health were consolidated under a single Director. We are also actively reviewing our Quality Structure, looking closely at best practices and excellence within other organizations, to make sure we have the right resources in place to support care that is safe, effective, person-centred, timely, efficient and equitable.

Our Annual Report covers many more of the moments of excellence from the past year. None of what has been accomplished would be possible without our staff, physicians, Elders, Client & Family Partners, volunteers and health system partners. To each and every one, we extend our sincere gratitude.

Sincerely,



**Susan Fraser**  
Chair, Board of Directors



**Kelli O'Brien**  
President & Chief  
Executive Officer



**SUSAN FRASER**



**KELLI O'BRIEN**





**ST. JOSEPH'S FOUNDATION**  
OF THUNDER BAY

## A STORY OF GRATITUDE FROM THE ZANATTA FAMILY



My name is Frank Zanatta, and I am the Chair of the Board of Directors for St. Joseph's Foundation of Thunder Bay. Many volunteers choose to provide their time and enthusiasm to support organizations that have been impactful on their family, and that's exactly what I am doing. I am happy to share my family's story of care.

My mother was a resident of Bethammi Nursing Home, and the care that the staff provided my mom allowed me to sleep at night. I knew that she was safe and loved by people that were part of the last stage of her being on this earth. I have pictures of her laughing and happy. When she passed away, not only did our family cry, but the staff that was there cried along with us and helped us with the grieving process.

Our story doesn't end there. You see, last week I had to pick up some groceries that I had pre-ordered and the lady that assisted me asked me a question when looking at my identification: "Did your mother stay at Bethammi?" I answered "yes", and she told me that she was a staff member there and remembered my mom very well. She had been retired for 10 years, and my mom passed away in 2009. I had to tell her that everyone there made a huge difference and asked her if I could give her a hug and said thanks.

So that's my story. When someone says it's bricks and mortar that make a difference in healthcare, I say "I beg to differ"... St. Joseph's Care Group is the Care in our community!



- FRANK ZANATTA



# YOUR IMPACT – HOW DONATIONS TO ST. JOSEPH’S FOUNDATION OF THUNDER BAY HELP

Thanks to our donors and philanthropic business partners, St. Joseph’s Foundation of Thunder Bay provided financial and in-kind support to many great programs at St. Joseph’s Care Group.

The highlights for 2022-2023 are:

St. Joseph’s Hospital including Hospice	\$113,084
Priority Needs	\$140,404
Client Care	\$ 18,401
St. Joseph’s Heritage	\$ 4,028
Addictions & Mental Health	\$ 3,177



One of our most rewarding and impactful programs is *Be Their Secret Santa*. In 2022, Darla helped us encourage donations to support St. Joseph’s Care Group clients. *Be Their Secret Santa* provides gifts to clients in care with a gift during the holiday season. We are fortunate to have the support of volunteers who deliver the gifts and visit with each client. Thank you for your support over the past eight years and making their holiday season bright.

The coming year will mark St. Joseph’s Foundation of Thunder Bay’s 40th Anniversary. It’s an incredible milestone that began with a caring community wanting to make a difference for others by contributing to the construction of St. Joseph’s Heritage, “A Place for All Seasons.” How we’ve grown together, always striving to transform the healthcare experience through a culture of compassion and generosity. Thank you!



# HERE FOR OUR CLIENTS



To be Here for Our Clients, we are guided by our commitment to address unmet needs by providing quality services that are safe and culturally sensitive, engaging clients and their families in their care, and improving transitions in care.

# Reducing Harm Through Gentle Persuasive Approach

For people living with dementia, the disease often limits their ability to communicate or convey their needs and experiences. A 'responsive behaviour' is a behaviour that is intended to express that need through gestures, actions, and/or words. Sometimes, responsive behaviours can unintentionally result in injury to the person with dementia, staff, or other clients.

In our Quality Improvement Plan, St. Joseph's Care Group has identified Gentle Persuasive Approach (GPA) training for direct-care staff. It is an evidence-informed person-centred approach that gives them the confidence, tools and skills to understand and plan for how to avoid or reduce responsive behaviours.

GPA focuses on the person behind the responsive behaviour. Every person has a unique history, and all behaviour has meaning. The onus is on us, as healthcare providers, to understand patterns and triggers so that we can change environments or use techniques to redirect behaviours and deliver care with dignity and respect.

The benefits of using GPA are clear. In 2022, Hogarth Riverview Manor saw an average of 10 to 12 staff injuries per month as a result of responsive behaviours. With the implementation

of GPA, combined with quality improvement and safety huddles, the numbers have dropped to 1 to 2 per month.

In 2022-2023, a total of 747 staff received GPA training. That number includes registered and unregistered staff at Hogarth Riverview Manor and Bethammi Nursing Home, as well as identified staff at St. Joseph's Hospital's Geriatric Assessment & Rehabilitative Care and Palliative & Transitional Care units.

“ Every person has a unique history, and all behaviour has meaning. The onus is on us, as healthcare providers, to understand patterns and triggers so that we can change environments or use techniques to redirect behaviours and deliver care with dignity and respect. ”





# Culture is Care – Traditional Healing Across St. Joseph's Care Group

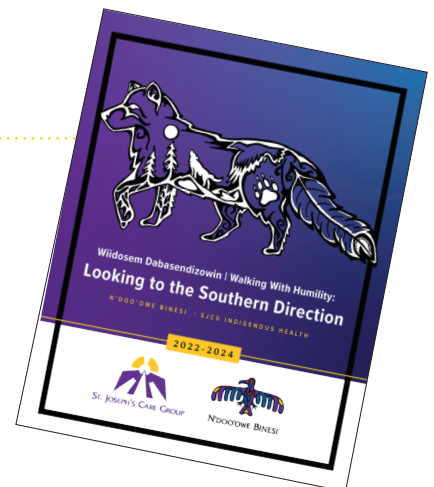
In 2022, the second season of our *Wiidosem Dabasendizowin: Walking with Humility* plans, *Looking to the Southern Direction*, was introduced. It is a multifaceted plan that brings to life education, research and traditional approaches to care, as evaluated through the experiences of Indigenous Peoples who access our services.

Rooted in Indigenous culture, values, and traditions, the Nanaandawe'ewin (Traditional Healing Program) is a wholistic approach that seeks to restore balance between mind, body and spirit in all aspects of care. Through the Traditional Healing Supervisor, clients have access to Elders and Traditional Healers, Ceremonies, and Sharing and Healing Circles.

In partnership with Lakehead University, research is underway to better understand health provider perceptions and next steps. Planning has begun for a Design Event in April 2023 that will bring together the N'doo'owe Binesi (Indigenous Health Team) and

Rehabilitative Care staff at St. Joseph's Hospital to candidly discuss and dismantle systemic racism and discrimination. It is an event that will focus on relationships and understanding, redesigning processes to embed Traditional Healing seamlessly as an organic part of overall client care.

Though the number of services accessed is a way to represent connection with Traditional Healing and culturally safe care, it does not tell the full story. The outcomes of our work – how care is experienced by Indigenous Peoples accessing services at St. Joseph's Care Group – will be evaluated through our annual Client Experience Survey and engagement with Indigenous clients.



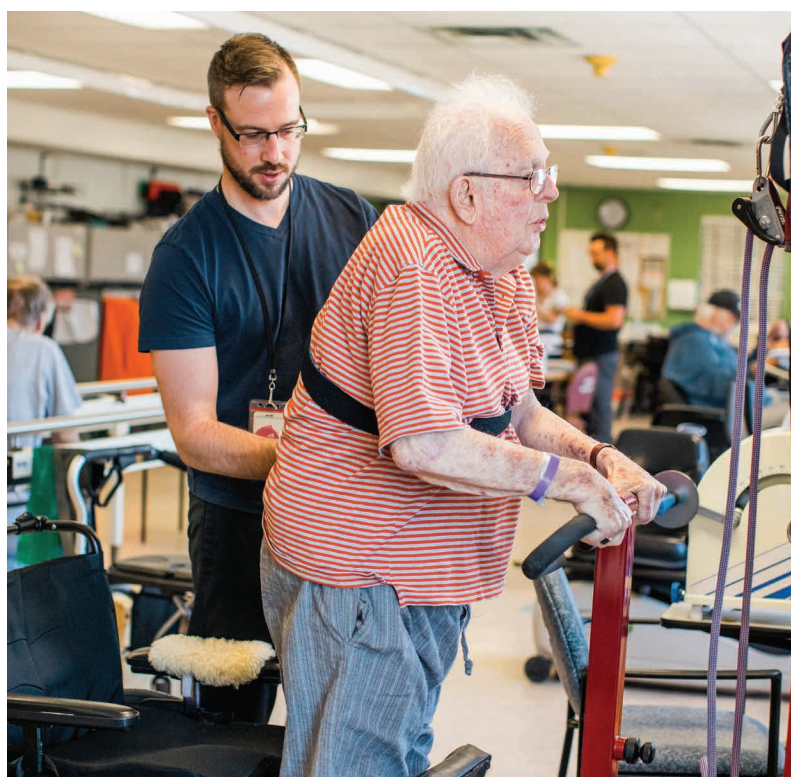
# Getting FIT: Improving Transitions Between Care Environments for Older Adults

From the Canadian Institute for Health Information's data on Injury and Trauma, Emergency Department, and Hospitalization Statistics (2018-2019), we know that 52% of all Emergency Department visits for injuries are from older adults. For an older adult living with frailty, having access to the right care at the right time in the right place following an injury is key to restoring and maintaining mobility and independence.

Working in collaboration with Thunder Bay Regional Health Sciences Centre, and in strong alignment with Health Quality Ontario's new *Alternate Level of Care Leading Practices to Prevent Hospitalization and Extended Stays for Older Adults (2021)* guidelines, a new model has been developed to support medically-stable older adults in gaining timely access to rehabilitative care directly from the emergency department or after a short acute care stay.

The Frailty Identification and Transition (FIT) model seeks to identify eligible older adults as early as possible with assessment done by a physiotherapist or occupational therapist right in the emergency department. Eligible adults are connected with community and outpatient services where appropriate, avoiding unnecessary hospital stays. Anyone who would benefit from inpatient rehabilitative care is transferred to St. Joseph's Hospital's Geriatric Assessment & Inpatient Care unit sooner, and upon discharge to home, are supported for a further 30 days by a post-discharge team.

FIT launched in December 2022, and early data shows that 40% of older adults assessed are referred to St. Joseph's Hospital for inpatient rehabilitation, and 60% are being matched to other services and supports in the community. For older adults and caregivers, meeting the care goals that matter to them – living as independently as possible with confidence – is immeasurable.





# More Access to Psychotherapy for Northwestern Ontario

Ontario Health's Ontario Structured Psychotherapy Program (OSPP) is a provincial program offering free in-person or virtual services for people living with depression, anxiety and anxiety-related conditions. The OSPP is coordinated by 10 Network Lead Organizations across the province, with St. Joseph's Care Group as Northwestern Ontario's Lead.

In our first year, we have partnered with local and regional mental health providers to support clients in accessing low-intensity supports through BounceBack® a free, guided self-help program through the Canadian Mental Health Association for people experiencing mild-to-moderate anxiety or depression, or may be feeling low, stressed or worried. Participants receive telephone coaching, skill-building workshops and online videos to help overcome symptoms and acquire new skills to regain positive mental health.

In September 2022, services were expanded to include individual or group cognitive behavioural therapy sessions, in-person or virtual, with highly-trained clinicians. In December 2022, through The Access Point Northwest (an online 'point' to access community mental health services), clients now have direct access to OSPP, giving them the ability to self-refer by removing the need for primary care consultation and referral.

This improved and low-barrier access ensures that anyone in Northwestern Ontario can access high quality mental health services. With a range of offerings, clients can choose supports in the way that best meets their individual needs.



Short-term, evidence-based cognitive behavioural therapy and related services for adults in Ontario with depression, anxiety and trauma-related conditions.

# HERE FOR OUR PEOPLE



In 2022-2023, initiatives supporting recruitment and retention across St. Joseph's Care Group continue recognizing health human resources as our greatest need. A multipronged approach to recruitment includes partnership with postsecondary institutions, preceptorships and student placements, and enriching volunteer supports across all sites, programs and services.

Our commitment to Our People is to enhance the quality of work life, keep them safe and well at work, and promote a culture of diversity and inclusion. Caring for those who care for our clients is our focus, especially as healthcare emerges from three years of relentless changes as we worked collectively to respond to the COVID-19 pandemic.



# Wellness in Our Workplace

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With dedicated oversight from our Wellness Committee and Wellness Facilitator, we have engaged our staff to develop and launch a new comprehensive Corporate Wellness & Recognition Plan. The Wellness Plan is a living and iterative document that focuses on enhancing the quality of work life together with our staff, and is monitored through our Employee Experience Scores.

Kindness Carts have been a welcome addition, with staff and managers alike helping the cart and visiting staff in the workplace. To the delight of all, each cart has a unique and thoughtful theme including a Valentines Cart and Spring Blooming Cart. Colouring Walls have popped up across our sites, giving a creative outlet for staff who would like to take a moment to reflect. Wellness Check-Ups and Check-Out posters are reminders to 'check in' with ourselves and how we are feeling, and reinforce the transition from work to home at the end of each shift.

Reintroduced this year are Employee Appreciation Barbecues, which will take place annually in June and July. Precautions during the pandemic meant that many staff were apart from each other. The barbecues create space for teams from different units and locations to be a part of gatherings where we can celebrate our accomplishments and milestones, and reconnect with each other.

## Equity, Diversity & Inclusion Takes Flight

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In Spring 2023, robust and innovative engagement of the broader community helped to inform the development of our inaugural multi-year Equity, Diversity & Inclusion Plan. The engagement included Sharing Circles, anonymous virtual engagement sessions, surveys, and individual interviews, meeting people 'where they're at' in the way that they felt most comfortable contributing. Work is well underway, and the Plan will launch in Fall 2023.





### Staff Capacity

As our number of staff grows, so does our organization and our ability to care for those who need us.

Number of staff:

**2,238**



### New Hires

With the ongoing recruitment and retention struggles nationwide, we are proud to showcase the number of new employees this year.

Number of New Hires:

**548**



### Student Placements

Each year, we host a number of placements where students gain hands-on experience in a healthcare field.

Number of Student Placements:

**1,041**



### Preceptorships

Each year, preceptors, experienced nurses who provide supervision and guidance during clinical practice, mentor our new nurses to care for our clients.

Number of Preceptorships:

**246**



### Partnerships

Partnerships with other organizations strengthens our bond with the community and allows us to continuously improve our programs and services.

Number of Partnership Agreements with Academic Institutions:

**27**



### Volunteers

Volunteering is important. It highlights the strength of our community and encourages us to care for those who need it.

Number of Volunteers:

**200**



### Volunteer Hours

When we volunteer, we demonstrate that we care. The tireless work of volunteers is crucial to our work and supports clients throughout their healthcare journeys.

Number of Volunteer Hours Contributed:

**13,323**





# Repairing the Sacred Circle: An Indigenous Cultural Education & Awareness Primer

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In 2023, Elder Gerry Baxter gifted N'doo'owe Binesi and St. Joseph's Care Group the name Ji-Dakobichigeseg iwe Bimaadiziwen Gagiizhibiigoseg. The name represents how we can go back in time to where life has been broken and to start to tie life back together to correct the disruption that has taken place.

Repairing the Sacred Circle (RSC): An Indigenous Cultural Education & Awareness Primer is a cultural safety program that was developed by N'doo'owe Binesi (Healing Thunderbird) to teach staff how to recognize the harms that racism and colonization have caused, and to find a healing way to restore relationships. Launched in 2021, RSC offers staff an insightful way of thinking about Truth and Reconciliation through a reflective pathway for cross-cultural discussion, and an entry point to create the necessary change for awareness and inclusivity across our organization. Participants are introduced to concepts such as colonization, race and racism, and

common stereotypes among others, and how these contribute to inequities for Indigenous People within the current healthcare system.

Based in teachings, RSC introduces participants to Indigenous knowledge and cultural protocols and practices. Learning objectives for the training include increasing knowledge of how race, stereotypes and discrimination affect healthcare for Indigenous Peoples, creating space for self-reflection through participation in a Sharing Circle, and recognizing how these foundational concepts apply to each staff member's role.

In 2021-2022, a total of 88 people completed the training including St. Joseph's Care Group Board of Directors, Leadership, and management team. Opened to our staff in 2022-2023, a further 125 people have benefitted from Repairing the Sacred Circle, with more to follow in the years to come.

# HERE FOR OUR PARTNERS



For people accessing healthcare, the transitions within and between care providers and care settings should be seamless regardless of which organization is providing the service. Meeting the needs of the people of Northwestern Ontario requires strong

partnerships, innovation, and understanding of current and future demands and opportunities. We are grateful for the strong relationships that exist across our region, and look forward to continued collaboration in service to our communities.



# Willow Place – Transitioning from Hospital to Community

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As healthcare providers, our greatest responsibility is to make sure we are able to provide the care people need in a way that's safe, timely, and appropriate. There are 64 beds at Hogarth Riverview Manor (HRM) that will open as long-term care beds in future, but cannot operate as long-term care until we have enough of the required healthcare staff in place, like Personal Support Workers and Registered Practical Nurses. This is just one example of a staffing shortage affecting all parts of the healthcare system.

A total of 32 of those beds are operated by Thunder Bay Regional Health Sciences Centre as Transitional Care Units. Through funding from Ontario Health North, St. Joseph's Care Group opened 32 beds in the Willow Grove area at HRM in October 2022 for people who need moderate to high supports with daily living while waiting for space in a community setting. It is an extension of supportive housing, similar to senior supportive living at Sister Leila Greco Apartments, but in a congregate environment where clients share a common dining space and lounge. The unit is staffed with Support Services Workers, Recreation Therapists, and Client Counsellors. Home & Community Care will provide additional medical supports where needed, just as they would for clients living in the community.

For clients, waiting in hospital when they are ready to be discharged is not ideal. The temporary transitional care unit is a place where their physical and emotional care needs can be met within a more homelike environment while waiting for care in the community.

For the healthcare system, it is one more way we can preserve hospital capacity for those who need it by maintaining flow from acute and rehabilitative care hospital beds.

# Safe Sobering Site and Withdrawal Management in Thunder Bay

In Fall 2022, a Coroner's Inquest was held into the tragic deaths of Roland McKay and Donald Mamakwa. St. Joseph's Care Group's Balmoral Centre participated in the inquest as a witness, providing information about withdrawal management such as what withdrawal management and stabilization entails, how it is staffed, and the admission process.

On Friday, November 4, 2022, the Jury released its Verdict of Inquest, and put forth a list of 35 Recommendations that span multiple Ministries and service providers. It includes developing a Safe Sobering site in the city of Thunder Bay.

As Lead organization, St. Joseph's Care Group has formed a Safe Sobering Site Task Force with membership from health service providers, emergency responders, community organizations, Elders, and Client & Family Partners to develop a proposal for action. In order to meet local and regional needs, the Task Force will look at a number of parameters including:

- **Client Population & Pathways** – to ensure those in need are identified and connected with the Safe Sobering Site and any follow on services like access to Rapid Addiction Medicine Clinics or treatment programs
- **Model of Care** – defining the criteria and duration of care needed, looking closely at how programs are operated elsewhere, in a way that reflects client populations and their needs leveraging a trauma-informed model
- **Cultural Safety** – access to Traditional Healing, and training for staff in an environment that fosters equity, diversity and inclusion
- **Space** – outlining the size, layout, and considerations to operate a Safe Sobering site to meet current and future needs and models of care

The initial report of the Safe Sobering Site Task Force will be released in Summer 2023.





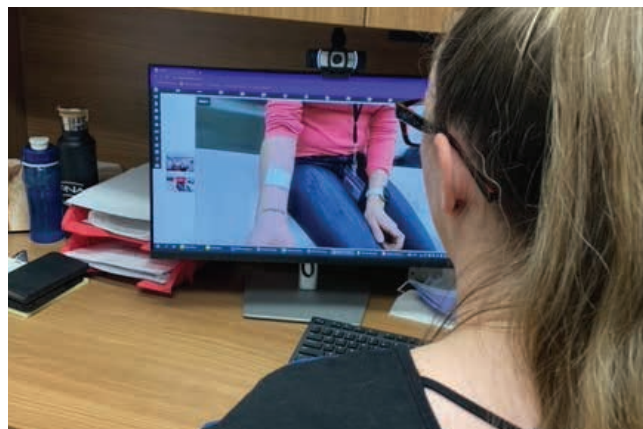
# Access to Specialized Care to Promote Lower Limb Preservation

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St. Joseph's Care Group and Thunder Bay Regional Health Science Centre are working in partnership to develop a Northern model of integrated care for people at risk for non-trauma-related lower limb loss. Residents of Northwestern Ontario experience twice as many amputations as the provincial average, and it is estimated that 85% of non-trauma-related lower limb amputations are preventable.

Creating a model that is uniquely tailored to the needs of Indigenous Peoples, who experience a rate of amputation that is seven times the provincial average, is essential. The North West Demonstration Project, funded by Ontario Health, is exploring opportunities to work with First Nation communities to design a model that changes the trajectory of this preventable and life altering procedure.

Having access to consistent, standardized services to prevent and reduce risk of amputation is a critical enabler. The Regional Referral System is working with the project team to link the Diabetes, Wound and Vascular referral pathways in a way that will identify all potential clients at risk and expedite access to specialized consultations. To date, more than 2,600 referrals have been made through the Wound and Skin Care Centralized Intake system managed by St. Joseph's Care Group's North West Regional Wound Care Program.



## Virtually There: Leveraging Innovative Technology for Advanced Wound Care

Through Ontario's Health Innovation Fund, December 2022 saw the launch of a pilot trialing the use of smart glasses to support healthcare workers in areas with limited access to advance wound care clinicians. The smart glasses were deployed at Sioux Lookout Meno Ya Win Health Centre, Kenora Chiefs Assembly, North of Superior Healthcare Group, and Matawa Health Co-operative, enabling an advanced practice clinician located at St. Joseph's Hospital to be 'virtually there' seeing exactly what the clinician on site could see.

The pilot made a marked difference for clients. A client who had a wound for more than six months saw that wound close in 19 days. Another client with a serious burn did not need to travel hours to Thunder Bay for assessment by a plastic surgeon thanks to the clarity of the device which allowed the surgeon to see tiny hair follicles and treat the client. For one client, having the technology in place within an emergency department meant urgent referral for a vascular consultation and subsequent limb-saving revascularization surgery.

### BY THE NUMBERS:

**38** unique clients were seen

**99** wounds were addressed

Close to **45,000 KM** of client travel was avoided



# HERE FOR OUR FUTURE



Quality improvement is key to continuing to deliver exceptional care people rely on now and for the future, and making best use of the health system dollars entrusted to us. The work is being conducted not only within our organization, but also across the broader system. The future is bright: through clear accountability and innovative technologies, we are committed to always providing high-quality, client-centred care to the people of Northwestern Ontario.

# Hogarth Riverview Manor's Quality Improvement Program Recognized Internationally

In 2023, we reached a milestone. Staff at Hogarth Riverview Manor celebrated their 2,000<sup>th</sup> Quality Improvement Ticket. As part of our culture of quality and improvement, anyone who spots an opportunity or has an idea is encouraged to submit a Ticket, bringing the voice of the frontline staff experience into the delivery of safe, high quality care.

This is one part of Hogarth Riverview Manor's quality transformation journey named the iCare Quality & Safety Program by staff, which encourages accountability and ownership from everyone in delivering quality and safe care every day. The 'hub' of iCare is the Visual Strategy Room, a dedicated space where clinical and non-clinical groups gather regularly to improve communication and teamwork by:

- Strategizing and reflecting on organizational priorities
- Understanding problems and challenges
- Identifying opportunities and actions for improvement
- Celebrating experiments
- Recognizing individuals and teams for their contributions
- Deploying resources to continue delivering person-centred care

Our efforts are gaining attention within long-term care and across the healthcare sector. In December 2022,



our Vice President Seniors' Health and the Director of Quality & Compliance presented "Management Practices and the Role of Leadership in an Organizational Transformation Journey" at the Institute for Healthcare Improvement international conference.

Also in December, St. Joseph's Care Group was awarded an additional Leading Practice from Health Standards Organization Canada for the iCare Quality & Safety Program's Visual Strategy Room as an enabler of quality and change. Leading Practices are innovative, people-centred, evidence-informed and peer-reviewed practices implemented by teams within an organization, and are shared internationally.

The iCare program is being expanded to Bethammi Nursing Home, and aspects of the program will be incorporated more broadly across St. Joseph's Care Group.





# Electronic Health Record & Digital Health Update

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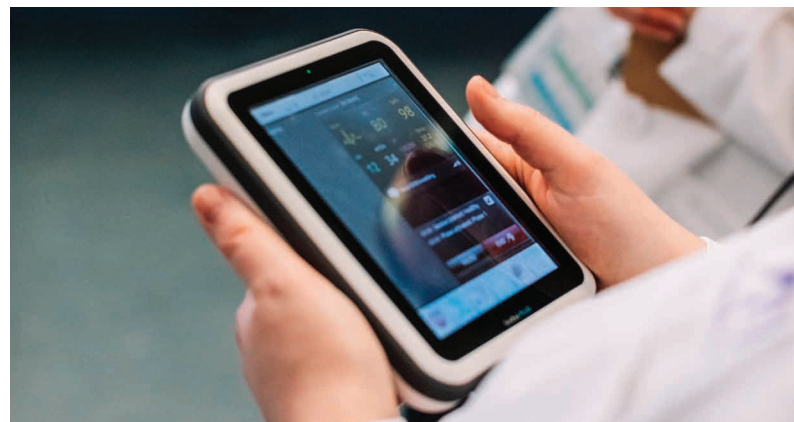
There are 12 hospitals serving Northwestern Ontario, including St. Joseph's Hospital which specializes in rehabilitative care. To set the strategic direction for digital health as it relates to electronic health records, the Northwestern Ontario Digital Health Council has outlined a three-step process to:

1. Determine the outcomes wanted from an electronic health record;
2. Define the scope; and
3. Establish the business case elements.

It's a process that involved 30 demonstrations and 28 workshops, consulting with over 1,200 staff, clinicians, and clients. The advice and experience of industry experts was sought along with reviewing industry analysts' data. Through this extensive consultation, the Council identified strengths,

weaknesses, opportunities and threats. In brief, it defined problems that digital health could resolve, established an understanding of the digital health direction in Ontario and beyond, and aided in the digital health Vision for Northwestern Ontario.

A Business Case and a Digital Health Strategic Roadmap have now been drafted, compiling all of the learning and conclusions to date, and will next enter a vetting and approval phase.



# Financial Accountability For Our Present and Future

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Even with a decade of capital redevelopment, lack of adequate space is limiting access for clients requiring services such as medical withdrawal management, safe sobering, and medium support housing. St. Joseph's Care Group is developing strategies to create appropriate environments for these needed programs, and is re-envisioning existing spaces to meet current need such as through Willow Place transitional to community housing within our Hogarth Riverview Manor long-term care home.

To ensure financial responsibility, St. Joseph's Care Group has undertaken a financial benchmarking exercise. In early 2023, our Planning & Performance team completed an extensive financial analysis that

assessed the performance of 47 program areas over the 2019-2020 and 2020-2021 fiscal years. Results were evaluated relative to peer organizations from across Ontario.

The benchmarking study concluded that 88% of the program areas evaluated were efficient when compared with peers. For the remaining 19%, results were reviewed in detail and were leveraged in creating the program areas' 2023-2024 operating budgets.

# 2022 - 2023 Board of Directors

**Susan Fraser**  
Chair

**Bishop Fred Colli**  
Past Chair

**Roberta Simpson**  
Treasurer & Vice Chair (Acting)

**Kelli O'Brien**  
President & CEO

**Dr. Peter de Bakker**  
Chief of Staff

**Shelley McAllister**  
Chief Nursing Executive

**Dr. Salima Oukachbi**  
President of the Professional  
Staff Association

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

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

**Frank Zanatta**  
Representative of St. Joseph's  
Foundation of Thunder Bay

**Members:**  
Naomi Abotossaway  
Paula Bouchard  
Clare Milks  
Garth Postans  
Fhara Pottinger

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





# Leadership Team

**Kelli O'Brien**  
President & CEO

**Dr. Peter de Bakker**  
Chief of Staff

**Adam Shaen**  
Vice President People,  
Mission & Values

**Janine Black**  
Vice President Seniors' Health  
and Addictions & Mental Health

**Carolyn Freitag**  
Vice President Rehabilitative Care

**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	2023	2022	Percent
Ontario Health North	181,158	164,665	82%
Accommodation Co-Payment	12,895	13,012	6%
Program Fees and Rentals	5,008	4,683	2%
Amortization of Deferred Contributions Related to Capital Assets	4,559	4,294	2%
Other Recoveries	17,092	16,955	8%
<b>TOTAL</b>	<b>220,712</b>	<b>203,609</b>	<b>100%</b>

Expenses	2023	2022	Percent
Amortization of Equipment, Buildings and Leaseholds	9,050	8,765	4%
Drugs	1,592	1,560	1%
Interest on Long Term Debt	1,525	1,492	1%
Medical and Surgical Supplies	2,542	2,888	1%
Medical Staff Remuneration	7,656	8,563	3%
Salaries and Benefits	167,061	148,288	76%
Supplies and Other	31,491	25,950	14%
<b>TOTAL</b>	<b>200,917</b>	<b>200,506</b>	<b>100%</b>



# Here for You When You Need Us

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

## **St. Joseph's Hospital**

Corporate Office

**(807) 343-2431**

Toll free 1-800-209-9034

## **Balmoral Centre**

**(807) 623-6515**

## **Behavioural Sciences Centre**

**(807) 623-7677**

## **Hogarth Riverview Manor**

**(807) 625-1110**

## **Sister Leila Greco Apartments**

**(807) 625-1126**

## **Sister Margaret Smith Centre**

**(807) 684-5100**

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

**(807) 624-3400**

## **St. Joseph's Heritage**

**(807) 768-4400**

For a full listing of our programs and services, visit our website: [sjcg.net/aboutus/contact.aspx](http://sjcg.net/aboutus/contact.aspx)



**ST. JOSEPH'S CARE GROUP**

**SJCG.NET**

**[sjcg@tbh.net](mailto:sjcg@tbh.net)**

**[facebook.com/stjosephscaregroup](https://facebook.com/stjosephscaregroup)** 

Annual Report to Our Community 2022-2023 is produced by the Communications, Engagement & Client Relations team.  
*Cette information est disponible en français sur demande.*



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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

35 Algoma Street North

Thunder Bay, ON P7B 5G7

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



ST. JOSEPH'S CARE GROUP