



**2023-2024**



**ST. JOSEPH'S CARE GROUP**

# **Annual Report**

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

This document is available in alternate formats.  
Cette information est disponible en français sur demande.

Email: [accessible@tbh.net](mailto:accessible@tbh.net)  
Phone: 807-768-4455

Mail: SJCG Accessibility, 35 Algoma St N, Thunder Bay, ON P7B 5G4

# Table of Contents

Message from the Board Chair and the President & CEO	4
St. Joseph’s Foundation of Thunder Bay - Impact Report	6
Our Progress On Here for Our Clients	8
Our Progress On Here for Our People	10
Our Progress On Here for Our Partners	12
Our Progress On Here for Our Future	14
More to Share About Our Care!	16
Follow Us on Social Media	17
Board of Directors	18
Leadership Team	19
Financial Statements	20



# 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



# 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 Mental Health & Addictions, 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 Board Chair and the President & CEO

This was the final year of our *Strategic Plan: Here for You When You Need Us (2020-2024)*, a Plan that saw St. Joseph's Care Group through an extraordinary time in healthcare.

Just as we launched the Plan, the COVID-19 pandemic was declared, changing in an instant how healthcare was delivered and experienced. Virtual technologies were rapidly deployed to continue our clinical and operational work, and to sustain engaging and involving Client & Family Partners in all that we do. To keep our community safe and preserve hospital capacity, we opened an Isolation Shelter for people experiencing homelessness or underhousing. Our staff, physicians, Elders, and volunteers demonstrated compassion and resilience, keeping clients and staff safe while delivering exceptional care.

The pandemic did not stop the forward momentum on our Strategic Plan.

We have been purposeful in our journey of *Walking with Humility*, investing in education, resources and partnerships to directly address Indigenous-specific racism and discrimination. During this Strategic Plan, we have welcomed our first Vice President N'doo'owe Binesi, as well as our first Elder in Residence. Ogichidaa Onaakonigewin (Elders Council) are guiding us on our journey – a journey that will continue well beyond this Strategic Plan - by sharing their wisdom and knowledge for a better present and future.

Hogarth Riverview Manor is now recognized internationally for its quality and safety program, which played an integral part of emerging from a mandatory management order in 2021. The Canadian College of Health Leaders selected Hogarth Riverview Manor as the recipient of the 3M Health Care Quality Team Award (2023). Two Leading Practices have been awarded by the Health Standards Organization, one for the Visual Strategy Room and the other for Quality Improvement Huddles, and the Home was shortlisted for the 2022 Global Opex Award for Business Transformation Leader of the Year. Aspects of this quality program will be adapted and adopted across St. Joseph's Care Group in our next Strategic Plan.

To independently assess our operations against international standards of excellence in healthcare, St. Joseph's Care Group undertook a voluntary comprehensive assessment of our policies, processes, practices, programs and services through Accreditation Canada. In 2022, we were honoured to again be awarded Accreditation with Exemplary Standing. It is an achievement that is to be commended and celebrated by our staff and physicians across all of our sites.

The hallmark of St. Joseph's Care Group's 140 years in service to the people of Northwestern Ontario is our ability to adapt, to lean into partnerships, and to quickly and effectively meet challenges while furthering the priorities set by our community as seen throughout this report. We are proud to share our accomplishments with you.



**Susan Fraser**  
Board Chair



**Janine Black**  
President & CEO



**SUSAN FRASER**



**JANINE BLACK**

# IMPACT REPORT

2023 - 2024



Thanks to your incredible generosity, countless lives have been touched and transformed, bringing hope and healing to those who need it most.

## What YOU Supported

St. Joseph's Hospital	\$216,000
Hospice & Palliative Care	\$76,200
Sister Margaret Smith Centre	\$8,300
Seniors' Health	\$49,000
Diabetes Health	\$5,500
Capital Equipment	\$188,000

# OF DONATIONS

2,159

DONATION TO SJCG

\$543,000

BEQUESTS

\$614,000

GOLF CLASSIC

\$68,000

CURL FOR CARE

\$21,000

LOTTERY PROCEEDS

\$142,000

FW ROTARY  
HOUSE LOTTERY

\$100,000

EMPLOYEE GIVING  
INCREASED BY

150%

TOTAL FUNDS RAISED FOR ST. JOSEPH'S CARE GROUP

= \$1,328,120

# CARING MOMENTS

2023 - 2024



## BE THEIR SECRET SANTA

In December 2023, more than 520 individuals under the care of St. Joseph's Care Group, whether inpatient or outpatient, were recipients of heartwarming generosity through our Be Their Secret Santa Program. Each gift bag contained essentials such as a new pair of pajamas, a cozy blanket, snug slippers, comforting socks, or an engaging activity booklet, collectively valued at \$50. This would not have been possible without the outpouring support and donations from St. Joseph's Care Group staff, community members and organizations. Be Their Secret Santa was more than a gesture; it was a lifeline of joy, particularly for those facing solitude during the holiday season, illuminating the entire Care Group with the spirit of compassion and community.



## CARING CART PROGRAM

The launch of the Caring Cart program at St. Joseph's Hospice & Palliative Care Unit marks a significant milestone in our commitment to compassionate care. These carts are more than just practical aids; they are beacons of comfort during challenging and solitary moments, offering snacks, personal items, and engaging activities. As we forge ahead, we're extending this invaluable support beyond the Hospice Unit, with plans to distribute these carts to other areas of St. Joseph's Care Group, including St. Joseph's Hospital, Hogarth Riverview Manor, and Bethammi Nursing Home. This expansion embodies our unwavering dedication to enhancing the wellbeing of all those under our care, fostering a community of warmth and support throughout our organization.



Transforming the healthcare experience through a culture of compassion and generosity in our community and region.

Stay up to date with St. Joseph's Foundation news and events!

Follow us @sjftb



www.sjftb.net | 807-768-4440 | sjcg.foundation@tbh.net



# Our Progress On 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.



## 2020-2024 Commitment

## Our Progress

Ensure clients receive safe and culturally sensitive care.	Efforts to improve client safety have resulted in a reduction from a baseline of 5 critical incidents to 2 per annum.  Our journey of <i>Walking with Humility: A Plan to Develop Relationships and Practices with Indigenous Peoples</i> will continue as a key priority in our next Strategic Plan. How we progress will be measured by clients who identify as Indigenous in our annual <i>Client Experience Survey</i> .
Engage clients and their families in their care and in organizational planning.	Clients and their families indicated that they are always involved in their care planning, increasing from a baseline of 68.2% to 71.4% as measured in our annual Client Experience Survey.  Client & Family Partners continue to be embedded in our strategic and operational work. In 2023-2024, our Board of Directors was expanded to include a Client & Family Partner.
Improve transitions in care.	Over the four years of our Strategic Plan, St. Joseph's Care Group has completed assessment of our organizational practices against Ontario Health Quality's <i>Transitions in Care Standards Quality Standards and Transitions in Care Best Practices</i> .

"Reconciliation in healthcare is not just about integrating practices; it's about recognizing our history, understanding our present and actively shaping a future where Indigenous Peoples see their rights respected and their health prioritized."

Paul Francis Jr  
VP N'doo'owe Binesi

"When care is truly client-centred, great things can happen. It's a collaborative approach to care planning between our staff and the person receiving care together with their family, respecting their values, abilities and needs. It reduces misunderstanding, enhancing care quality and increasing participation in treatment plans."

Andrea Docherty  
VP Clinical & Community Health



# Our Progress On Here for Our People

To be Here for Our People, we care for those who care for our clients. We live our Mission, Vision & Values in our work, and we ensure that Our People have the knowledge, skills and tools they need to do their job.



## 2020-2024 Commitment

## Our Progress

Enhance quality of work life.	<p>How quality of work life is felt is measured through our <i>Employee Experience Survey</i>. Listening is key, and we focused on hearing how well leadership acts on staff feedback, improving from a baseline of 2.99/5 to 3.16/5.</p> <p>To grow capacity, 78% of managers completed <i>LEADS the Way</i>, an increase from a baseline of 34%. Continuing to hone the application of <i>LEADS</i> in our work, a <i>LEADS ECHO</i> was developed and introduced. ECHO is a collaborative learning space, providing the platform for managers to gather in an online community of practice to discuss and refine our applied learnings. At the time of this report, 7 sessions have been held.</p> <p>To support emerging leaders in their career development, LEADS Lite was introduced during this Strategic Plan. At the time of this report, more than 250 staff have completed training.</p>
Keep staff, physicians and volunteers safe and well at work.	<p>Our focus has been to reduce the incidence of workplace violence resulting in injury. Together with our staff, we have reduced incidences from a baseline of 83 to 68. The incidence of workplace injuries has also decreased from 323 to 219.</p> <p>We continue to work collaboratively with our staff through education, training, and other interventions to improve workplace safety and wellness.</p>
Promote a culture of diversity and inclusion.	<p>At the time of this report, 95% of the recommendations of <i>Walking with Humility</i> have been implemented, an increase from a baseline of 14%.</p> <p>Celebrating and embracing inclusion has come to life through 25 events across our sites.</p>

"Our staff tell us that our culture sets us apart, but what does that mean? At St. Joseph's Care Group, we live our values, welcoming all with acceptance and belonging. Together, we are committed to a workplace where careers thrive, and where everyone can expect to be treated with dignity and respect."

Adam Shaen  
VP People & Mission

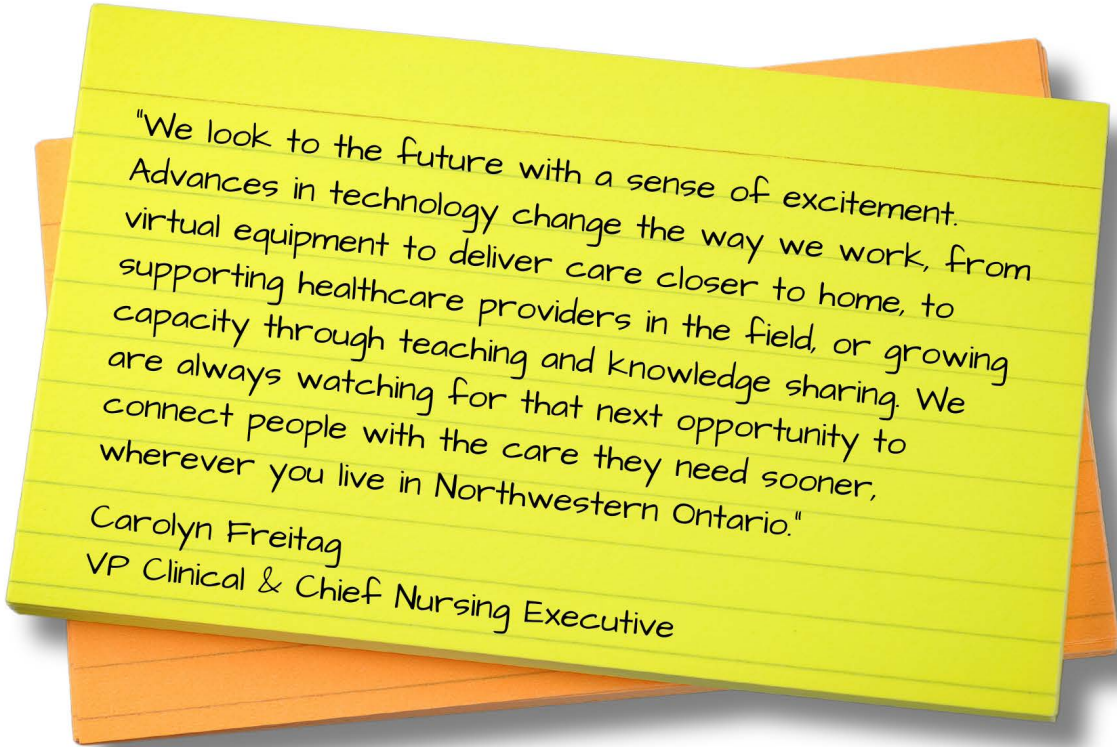


# Our Progress On Here for Our Partners

The clients that St. Joseph’s Care Group serves rely on a health system that enables transitions between care environments, and where people are able to access the healthcare they need as quickly as possible.



2020-2024 Commitment	Our Progress
To be a collaborative partner leading change in our healthcare environment.	<p>Alternate Level of Care, also called ALC, is a metric that tells us when people are waiting in hospital for their next place of care whether that’s home with supports, supported living, or long-term care. ALC at St. Joseph’s Hospital has decreased from a baseline of 37% to 22.3%.</p> <p>We actively participate in identified processes and structures to support health system transformation.</p> <p>To meet changing population needs, 100% of our Clinical Services Plans in Rehabilitative Care, Seniors’ Health, and Mental Health &amp; Addictions have been updated.</p>



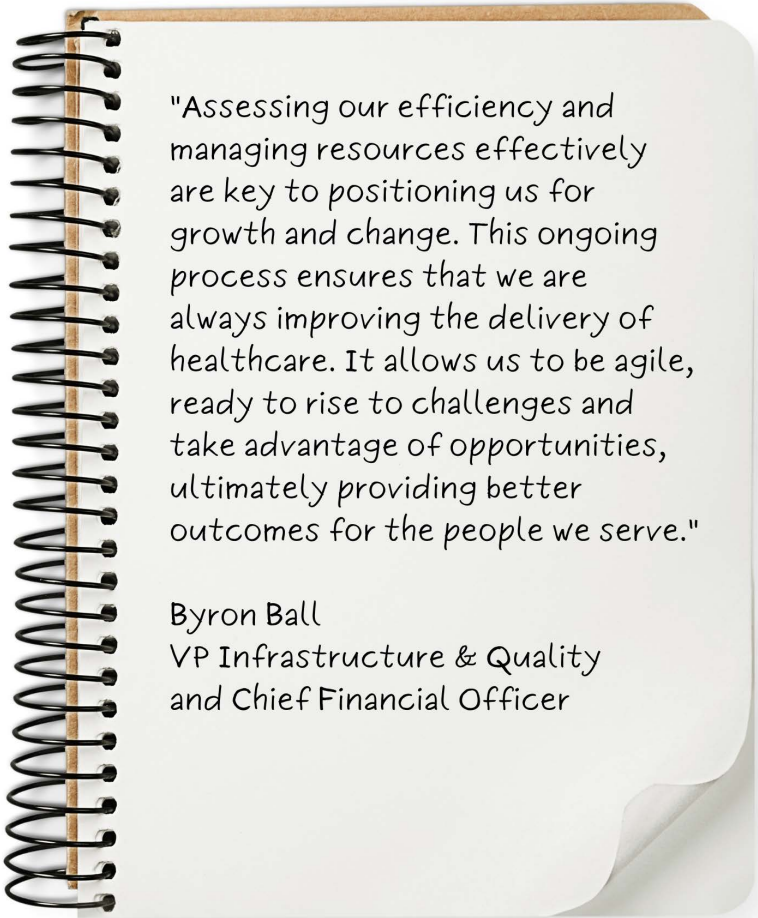


# Our Progress On Here for Our Future

To be Here for Our Future requires the consistent delivery of safe, high-quality care with strategies to ensure that we are able to attract and manage the financial resources needed to deliver programs and services people in Northwestern Ontario rely on.



2020-2024 Commitment	Our Progress
Achieve and sustain compliance in our long-term care homes.	The team at Hogarth Riverview Manor took tremendous pride in emerging from a mandatory management order in September 2021, and implementing and sustaining high quality, safe resident care.
Maintain financial sustainability.	Benchmarking and program evaluation continue to demonstrate operational efficiency, and a balanced financial position has been maintained.
Proactively plan for health system changes.	Key enablers included the completion and implementation of an Informatics Plan, Master Plan, and Health Human Resources Plan. Renewal of our Health Information System is underway at the time of this report.





# More to Share About Our Care!

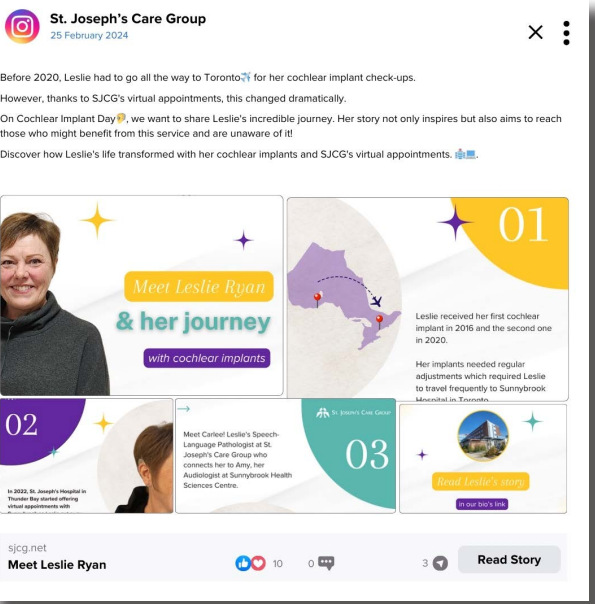
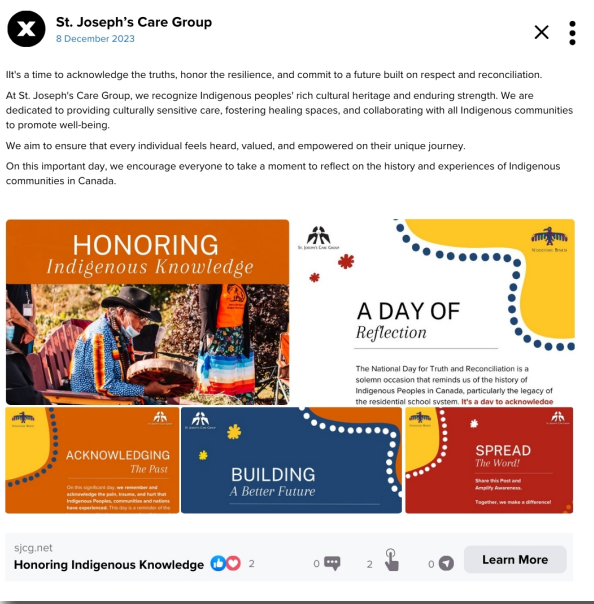
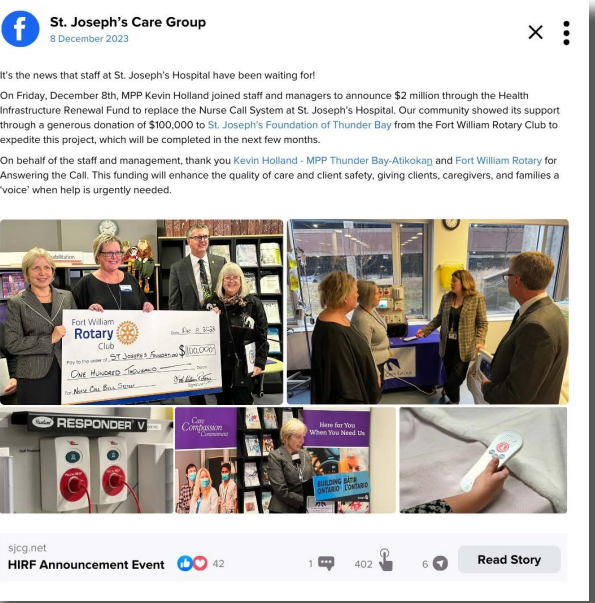
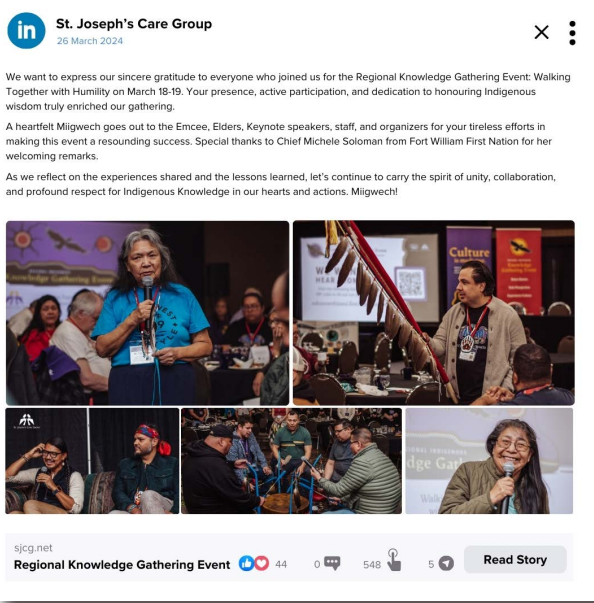
Annual Reports serve as a snapshot of the ‘everyday extraordinary’ taking place across St. Joseph’s Care Group over the course of a year, but what about the days in between? Staying informed is easy!

At each of our Board of Directors meetings, our Leadership Team provide an update on the actions and activities under our four Strategic Priorities: Our Clients, Our People, Our Partners and Our Future. We post this report publicly on our website (sjcg.net) for everyone to see.



# Follow Us on Social Media

St. Joseph’s Care Group’s website and social media bring to life the stories of care, compassion and commitment in real time as we continue to be Here for You When You Need Us. Follow us on Facebook, LinkedIn, Instagram and X.





# 2023 - 2024 Board of Directors

**Susan Fraser**  
Chair

**Bishop Fred Colli**  
Past Chair

**Roberta Simpson**  
Vice Chair

**Garth Postans**  
Treasurer

**Janine Black**  
President & CEO

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

**Carolyn Freitag**  
Chief Nursing Executive

**Dr. Elrasheed Osman**  
President of the Professional  
Staff Association

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

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

**Sandy Lychowyd**  
Representative of St. Joseph's  
Foundation of Thunder Bay

**Jack Christy**  
Client & Family Partner

**Members:**  
James Anderson  
Deb Comuzzi  
Regina Mandamin  
Fhara Pottinger

# Leadership Team

**Janine Black**  
President & CEO

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

**Carolyn Freitag**  
Vice President Clinical &  
Chief Nursing Executive

**Andrea Docherty**  
Vice President Clinical &  
Community Health

**Paul Francis Jr**  
Vice President N'doo'owe Binesi

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

**Adam Shaen**  
Vice President People & Mission

**Kim Callaghan**  
Director of Communications &  
Government Relations



# Financial Statements

Statement of Operations (in thousands of dollars)

Revenue	2024	2023	Percent
Ontario Health North	201,701	181,158	82%
Accommodation Co-Payment	13,698	12,895	6%
Program Fees and Rentals	5,413	5,008	2%
Amortization of Deferred Contributions Related to Capital Assets	4,767	4,559	2%
Other Recoveries	19,014	17,092	8%
TOTAL	244,593	220,712	100%

Expenses	2024	2023	Percent
Amortization of Equipment, Buildings and Leaseholds	9,939	9,050	4%
Drugs	1,839	1,592	1%
Interest on Long Term Debt	1,364	1,525	1%
Medical and Surgical Supplies	2,068	2,542	1%
Medical Staff Remuneration	6,459	7,656	2%
Salaries and Benefits	182,012	167,061	76%
Supplies and Other	36,380	31,491	15%
TOTAL	240,061	220,917	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. Mental Health & Addictions, 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

**Crossroads Centre**

807-622-2730

**Hogarth Riverview Manor**

807-625-1110

**Lodge on Dawson**

807-625-5409

**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](http://sjcg.net).





