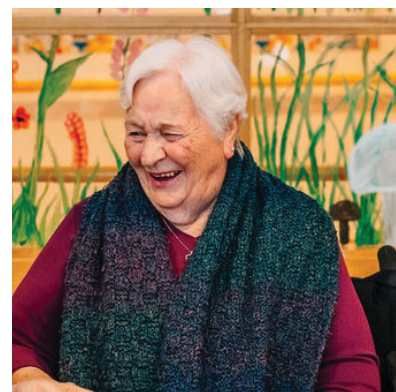
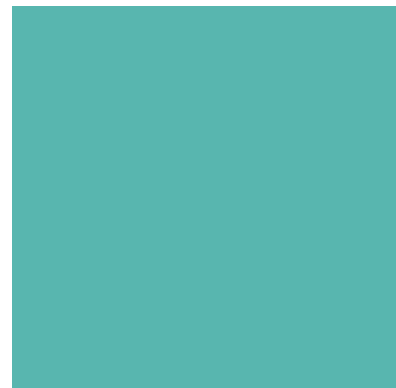
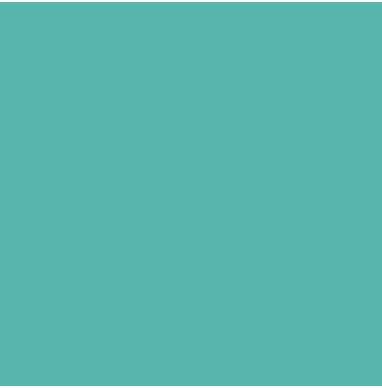


2024-2025

# ANNUAL REPORT





**Thank you to all clients, staff, physicians, partners, 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

4	Land Acknowledgement
5	Mission, Vision & Values
6	Message from the Chair of the Board of Directors and the President & CEO
8	Our Progress on Priority One — Drive High-Quality People-Centred Care
10	Our Progress on Priority Two — Nurture Our People
12	Our Progress on Priority Three — Lead and Enhance Regional Specialized Care
14	Our Progress on Strategic Enablers
16	Social Media
17	Meeting You Where You Are
18	Board of Directors
19	Leadership Team
20	Financial Statements
22	St. Joseph's Foundation of Thunder Bay Impact Report



# Land Acknowledgement



St. Joseph's Care Group acknowledges the sacred land on which it operates.

The land is the territory of the Anishinaabek Nation and it is home to Fort William First Nation, one of the signatories of the Robinson Superior Treaty of 1850.

We also acknowledge the traditional name, Animikii Wiikwedoong, which loosely translates to Thunder Bay, the city in which we are located.

## MISSION

Rooted in the healing ministry of Jesus, we meet the people of Northwestern Ontario where they are on their wellness journey and support them to achieve their highest quality of life.

## VISION

Wholistic people-centred care. Creating healthier communities. Together.

## VALUES

### Care

We will provide wholistic people-centred care in a safe and welcoming environment for all.

### Compassion

We will demonstrate dignity and respect for all, fostering healing and wholeness by addressing diverse needs.

### Commitment

We will strive for the best care experience for all, while actively addressing systemic racism and discrimination.





## MESSAGE FROM The Chair of the Board of Directors and the President & CEO

This past year marked a foundational first step in bringing our new Strategic Plan to life. Through thoughtful planning and collaborative leadership across programs, teams, and communities, we have established a strong base as we move forward in pursuit of our strategic goals.

In addition to what is covered in this Report, we saw significant progress on key priorities in response to community need including the expansion of addictions services. As part of an ambitious multi-year effort, we opened 15 new Safe Sobering beds alongside Withdrawal Management services, and Crossroads Centre moved to its new home on Sibley Drive. All of these changes were shaped in partnership with staff and clients.

As a Board, we issued Commitment Statements to clearly express our expectations for equitable, respectful care for all. We also strengthened our focus on environmental stewardship, supporting initiatives that reflect our broader responsibility to community and planet.



**ROBERTA SIMPSON**



**JANINE BLACK**

The work we do involves the talent, creativity, and commitment of far too many people to name. We are profoundly thankful to our staff, physicians, Ogichidaa Onaakonigewin, Client & Family Council, students, and volunteers—and to our partners across the community, the region, and beyond. Your trust, collaboration, and support make this work possible.

On behalf of the St. Joseph's Care Group's Board of Directors and Leadership Team, we invite you to read through the full Report to learn more about what we have been up to over the past year and where we are heading next.

**Roberta Simpson**  
Chair of the Board  
of Directors

**Janine Black**  
President & CEO



OUR PROGRESS ON

PRIORITY ONE

Drive High-Quality  
People-Centred Care

OUR COMMITMENT	OUR ACTION
Execute an organization-wide quality program to improve care, guided by the voice of clients and staff.	<p>To establish a strong foundation for organization-wide Quality Program expansion, our Quality &amp; Safety Framework was revised with input from clients and staff. It is a framework designed to support continuous improvement that is safe, integrated, effective, efficient, and accessible. Integral to the framework is Indigenous knowledge shared for the benefit of all.</p> <p>Pilot areas were identified for the next phase of the program’s expansion, and following staff education to ensure staff were well-prepared, implementation officially commenced.</p>
Advance our journey to provide culturally safe care for Indigenous Peoples and the diverse populations we serve.	<p>In 2022, we launched the Indigenous Voluntary Self-Identification project that, on completion, would offer clients across all clinical program areas the opportunity to self-identify as First Nations, Inuit, or Métis. This multi-year project was successfully completed in March 2025.</p> <p>Indigenous Voluntary Self-Identification will help us provide care that is more responsive to the values, needs, and preferences of Indigenous clients and support culturally-informed service delivery.</p>



OUR COMMITMENT	OUR ACTION
Implement a new electronic health record to enhance quality and transitions in care.	<p>A three year project to implement a new electronic health record system across Northwestern Ontario was launched. Events were held across St. Joseph’s Care Group to build awareness, foster staff engagement, and support readiness for this transformative change.</p> <p>A new electronic health record system modernizes the client record. It will enhance communication among care teams, improve health outcomes for clients, and support safer, more efficient care for all. The region-wide electronic health record project is expected to conclude in 2027.</p>

# OUR PROGRESS ON

## PRIORITY TWO Nurture Our People

OUR COMMITMENT	OUR ACTION
Embed our Mission, Vision and Values in our culture.	<p>To help new staff build a meaningful connection with our Mission, Vision, and Values, St. Joseph's Care Group's President &amp; CEO, Janine Black, personally meets with every new employee during orientation. Since January 2025, she has welcomed more than 100 new staff to our organization.</p> <p>Compassion is an important part of healthcare, and it's a core value at St. Joseph's Care Group. To better understand how it is demonstrated and experienced across our organization, we are developing a compassion measure. This measure will help us identify and strengthen the aspects of care that have the greatest impact on client experiences and staff wellbeing.</p>
Foster an inclusive, supportive and healthy culture where people want to work, volunteer and grow.	<p>Foundational work this year focused on cultivating an inclusive, supportive and healthy culture with an emphasis on team building for organizational leaders. Our work is guided by our Wellness and Recognition Plan, which is a living document that is continually adapting and evolving to meet the needs of staff, physicians, students, and volunteers.</p> <p>Our actions in support of wellness and recognition continue to be informed by point-in-time survey feedback, with planning underway to implement a real-time survey tool to support a more responsive and resilient workplace.</p>



OUR COMMITMENT	OUR ACTION
Advance our work in Truth and Reconciliation and Equity, Diversity, and Inclusion.	<p>Staff education continues to evolve as part of our commitment to equity and Indigenous cultural safety. Coupled with the introduction of required staff education on Indigenous cultural safety and equity was the launch of an Equity, Diversity, Inclusion &amp; Anti-Racism library to enrich learnings.</p> <p>N'doo'owe Binesi (Indigenous Health Division) developed and piloted a Client Program Evaluation for people accessing their services. This evaluation assesses the effectiveness, safety, and outcomes of Indigenous Health programming from the perspective of clients, meet community needs, and reflect Indigenous health and wellness values.</p>
Develop our academic and research capabilities to support excellence in client care.	Specific activities under this strategic priority are scheduled to begin later on in this Strategic Plan.



OUR PROGRESS ON

PRIORITY THREE  
Lead and Enhance  
Regional Specialized Care

OUR COMMITMENT	OUR ACTION
Lead transformative system change in mental health and addictions services.	As the regional lead for Coordinated Access, we are building strong foundations for future action and alignment through regional engagement and planning. This program envisions a more connected and efficient people-centred provincial mental health and addictions system.
Amplify the impact of our Indigenous cultural safety approach on the system by sharing our learnings with peers.	<p>N'doo'owe Binesi expanded to include a new role: Regional Director of Indigenous Partnerships. This role provides leadership in reconciliation efforts and advances Indigenous health initiatives across Northwestern Ontario.</p> <p>Active engagement continues with regional partners to offer our Repairing the Sacred Circle training in the spirit of strengthening relationships and sharing learnings more broadly.</p>



OUR COMMITMENT	OUR ACTION
Refine existing and develop new care pathways through enabling technologies and collaboration with our partners.	<p>A pilot project to enhance the Wound Care integrated care pathway concluded and shows promising results in improving access to specialized vascular services in the region.</p> <p>The Regional Palliative Care Program led a public awareness campaign on the importance and benefits of Advance Care Planning with the aim of both connecting people to helpful resources and incorporating palliative care education directly into care pathways.</p>

OUR PROGRESS ON

Strategic Enablers

OUR COMMITMENT	OUR ACTION
<p><b>Strategic Partnerships</b></p> <p>Cultivate and maintain relationships with internal and external stakeholders to drive broader system changes.</p>	<p>A fulsome Government Relations strategy is currently in development to strengthen and guide our external engagement and public affairs efforts. This strategy aims to enhance collaboration with key parties and ensure there is alignment with our strategic priorities at the local, regional, and provincial levels.</p>
<p><b>Digital and Data Infrastructure</b></p> <p>Enhance healthcare services, operational efficiency, and client outcomes, leveraging data, technological innovations and artificial intelligence.</p>	<p>Artificial intelligence is rapidly emerging, offering potential to support better decision-making, improve operational efficiency, and leverage data-driven insights. Balanced with the need to protect personal health information, we are developing a comprehensive artificial intelligence readiness plan to guide the responsible adoption of artificial intelligence in a way that enhances care while maintaining public trust.</p>



OUR COMMITMENT	OUR ACTION
<p><b>Communications</b></p> <p>Foster transparent and open channels of communication across the organization, with clients and families, and with the broader community.</p>	<p>To strengthen communications, a plan is underway to enhance our social media channels and digital engagement. A multiyear project has been initiated to redesign St. Joseph's Care Group's web presence, aiming to deliver a more targeted, accessible, and user-friendly online experience.</p>
<p><b>Financial Resources</b></p> <p>Effectively manage finances, allocate resources, and develop financial infrastructure to ensure that our financial objectives align with strategic goals.</p>	<p>Ongoing work is focused on increasing transparency in financial decision-making and educating staff to ensure that financial reports are understood throughout the organization. These efforts are key to building trust, enabling strategic resource allocation, and supporting long-term sustainability.</p>



# Social Media

St. Joseph's Care Group's Annual Report is a snapshot of the past year's accomplishments.

Social media is where we share the moments that matter most in real time - everyday highlights, special milestones, and the stories that bring our work to life.

Stay informed and join the conversation!

## Follow Us on Our Channels

 @stjosephscaregroup

 @stjosephscaregroup

 @stjosephscaregroup

 @sjcg

# Meeting You Where You Are

With Care, Compassion and Commitment, St. Joseph's Care Group (SJCG) provides wholistic, safe, and people-centred care to the residents of Northwestern Ontario. Our programs are provided from multiple sites in Thunder Bay.

**St. Joseph's Hospital**

Corporate Office  
807-343-2431  
Toll Free 1-800-209-9034

**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

**Withdrawal Management &**

**Safe Sobering**

807-623-6515

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



# 2024 - 2025 Board of Directors

**Roberta Simpson**  
Chair

**Susan Fraser**  
Past Chair

**Deb Comuzzi**  
Vice Chair

**Garth Postans**  
Treasurer

**Janine Black**  
President & CEO

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

**Carolyn Freitag**  
Chief Nursing Executive

**Dr. Armour Boake**  
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

**Chief Melvin Hardy**  
Representative of  
Anishinabek Nation

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

**Stacey Livitski**  
Client & Family Partner

**Members:**  
Regina Mandamin  
Fhara Pottinger

With gratitude, we  
acknowledge James  
Anderson, Jack Christy,  
Father Joseph Arockiam  
and Dr. Elrasheed Osman  
whose terms as Board  
Members concluded  
during the year.

## Leadership Team

**Janine Black**  
President &  
Chief Executive Officer

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

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

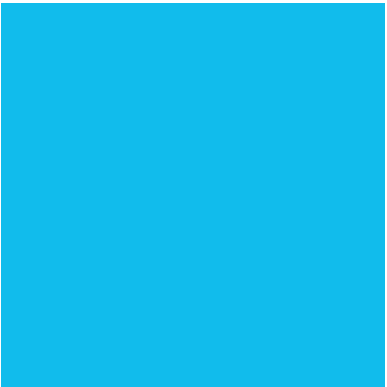
**Andrea Docherty**  
Vice President Clinical  
& Community Health

**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

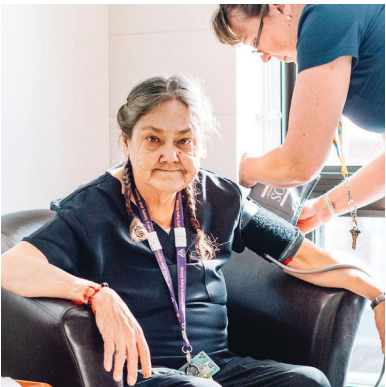




# Financial Statements

Statement of Operations (in thousands of dollars)

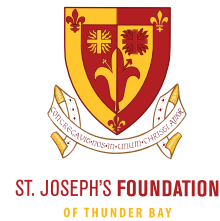
Revenue	2025	2024	Percent
Ontario Health North	209,796	201,701	82%
Accommodation Co-Payment	14,833	13,698	6%
Program Fees and Rentals	5,720	5,413	2%
Amortization of Deferred Contributions Related to Capital Assets	4,945	4,767	2%
Other Recoveries	21,654	19,014	8%
<b>TOTAL</b>	<b>256,948</b>	<b>244,593</b>	<b>100%</b>



Statement of Operations (in thousands of dollars)

Expenses	2025	2024	Percent
Amortization of Equipment, Buildings and Leaseholds	10,436	9,939	4%
Drugs	1,640	1,839	1%
Interest on Long Term Debt	1,193	1,364	0%
Medical and Surgical Supplies	2,120	2,068	1%
Medical Staff Remuneration	7,904	6,459	3%
Salaries and Benefits	189,285	182,012	75%
Supplies and Other	39,621	36,380	16%
<b>TOTAL</b>	<b>252,199</b>	<b>240,061</b>	<b>100%</b>

# 2024-2025 Your Donations At Work



## A Message From Gail Brescia

As President of St. Joseph's Foundation, I sincerely thank you for your remarkable generosity over the past year. Your support has made a lasting impact on the lives we serve and strengthens our commitment to health and healing.

We also extend our deepest appreciation to the dedicated healthcare professionals at St. Joseph's Care Group, whose compassionate care inspires us daily. Thanks to your continued support, our community receives exceptional care and hope for the future. We are truly grateful.

## Compassionate Care

In June 2024, Bethammi Nursing Home residents and staff spent a joyful afternoon painting and enjoying Robin's Donuts coffee with friends. A heartfelt thank you to the Fort William Rotary volunteers for sharing their time. It was a delightful wellness experience, brimming with creativity and cheerful smiles.

In July 2024, Sister Leila Greco Apartments marked the Grand Opening of a beautiful new gazebo, donated by St. Joseph's Foundation. Residents, volunteers, and staff gathered to enjoy music, treats, and one another's company under the warm summer sun. This welcoming space is sure to be a cherished spot for residents and their families for years to come.



## Be Their Secret Santa

In December, we raised over \$28,000 for the 10th annual Be Their Secret Santa Campaign. Volunteers and staff packaged and delivered over 550 gifts to clients at St. Joseph's Care Group. We are thrilled to be able to spread joy and happiness to those who need it most.

## Recreation for Recovery

Tbaytel generously donated more than \$12,000 in support of St. Joseph's Care Group addictions programs. This gift boosts the REC-covery program at Sister Margaret Smith Centre, equipping youth (16-21) in recovery with snowshoes, skis, and winter gear for outdoor activities. Thank you, Tbaytel!

## Healing Tools

Thank you for your generous support, which enabled essential updates to the Repetitive Transcranial Magnetic Stimulation (rTMS) equipment at St. Joseph's Health Centre. rTMS is a safe, gentle therapy that can be used in the treatment of depression where other therapies and medications have not been effective. Your kindness brings hope and healing to many in need.

## Diabetes Health Room

The Diabetes Health team revamped their Family Room with help from Open Mind Interiors. The colours, furniture and art create an inviting space for families to enjoy while they wait for appointments. This transformation would not have been possible without our amazing donors.

Golf Classic:	\$72,747	Bequests:	\$534,721
Curl For Care:	\$18,180	Memorial Gifts:	\$83,786
Secret Santa:	\$28,496	FW Rotary House:	\$80,000
3rd Party Events:	\$27,157	Donation To SJCG:	\$500,000



**# OF DONATIONS: 2,188**  
**TOTAL DONATIONS = \$1,230,537**





Visit us at:  
[sjcg.net](http://sjcg.net)



St. Joseph's Care Group  
35 Algoma St N, Thunder Bay, ON P7B 5G7

