

ANNUAL REPORT

2025-2026



ST. JOSEPH'S CARE GROUP



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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.

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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

Chair of the Board of Directors and President & CEO

In this second year of our *2024–2028 Strategic Plan*, momentum continued across all priorities while remaining responsive to evolving community needs. We continued our journey toward a region-wide electronic health record, expanded quality improvement efforts, deepened our work in Truth and Reconciliation, and laid the groundwork for responsible use of emerging technologies.

Building on a longstanding commitment to supporting the people who make our Mission possible, new ways of celebrating and engaging staff were introduced, including the launch of the Values in Action Awards and biannual organization-wide Town Hall meetings. These initiatives reflect the importance of strong relationships, open communication, and shared purpose in sustaining a healthy workplace culture.

Efforts to improve access to care in the right place at the right time continued throughout the year. Among them was the announcement of 14 new Community Transitional Care beds, supporting individuals who no longer require hospital care to receive services in a more appropriate, home-like setting while awaiting community placement.



SUSAN FRASER



JANINE BLACK

In addition, our Strategic Priority to *Lead and Enhance Regional Specialized Care* was refined to place greater emphasis on coordinating regional specialized services closer to home, reflecting a continued commitment to improving access, consistency, and quality of care across the region.

None of this progress would be possible without the dedication of staff, physicians, volunteers, students, partners, donors, Client & Family Partners, and Ogichidaa Onaakonigewin. On behalf of the Board of Directors and Leadership Team, sincere thanks is extended for continued support and commitment to our Mission. Readers are invited to explore this Report to learn more about the meaningful work accomplished together over the past year.

Susan Fraser
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.

The Quality Program was strengthened through a revised Quality & Risk Framework grounded in a Two-Eyed Seeing approach and the expansion of tiered quality huddles to St. Joseph’s Hospital across rehabilitative care programs. Building on implementation in our long-term care homes, these huddles support staff to identify and address risks, share successes, and improve quality, safety, and the care experience for clients and families, with further expansion planned for 2026–2027.

Advance our journey to provide culturally safe care for Indigenous Peoples and the diverse populations we serve.

SJCG advanced its commitment to culturally safe, people-centred care by developing Standards for Embedding N’doo’owe Binesi into Clinical Services. The first of their kind, the Standards establish clear expectations for embedding Indigenous healing, knowledge, and practices across clinical programs. Organization-wide assessment against these standards is now underway, providing a structured approach to evaluating, validating, and strengthening the consistent integration of N’doo’owe Binesi throughout care delivery.

Implement a new electronic health record to enhance quality and transitions in care.

Work progressed from planning into system development and build, including review and updating of clinical content and documentation to support more consistent, standardized care across settings. Technical readiness assessments identified infrastructure and equipment requirements to support implementation.



OUR PROGRESS ON

PRIORITY TWO

Nurture Our People

OUR COMMITMENT

OUR ACTION

Embed our Mission, Vision and Values in our culture.

The new Values in Action Awards highlighted individuals and teams living our values, while commitment to compassion was advanced through support for the Cross-Canada Chair in Compassionate Care, reinforcing a culture rooted in care, compassion, and commitment.

Foster an inclusive, supportive and healthy culture where people want to work, volunteer and grow.

SJCG continued to invest in experiential learning as a core workforce strategy, expanding academic partnerships and preceptorship capacity across the organization. The organization welcomed 1,635 student placements, contributing nearly 168,000 hours of experiential learning. These experiences help build a strong pipeline of future healthcare professionals while supporting recruitment, retention, and long-term workforce sustainability, including in specialized clinical settings.

Advance our work in Truth and Reconciliation and Equity, Diversity, and Inclusion.

Building on prior pilot work, the Client Program Evaluation for N'doo'owe Binesi services was fully implemented, centring client perspectives and Indigenous definitions of wellness to inform continuous learning and improvement.

Develop our academic and research capabilities to support excellence in client care.

Efforts to strengthen academic and research capabilities continued, with a focus on improving student placement experiences. A review of placement opportunities assessed capacity and identified opportunities to better support learners and preceptors. Findings are informing ongoing improvements to placement structure, supervision, and consistency across programs.



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 designated regional lead for the Central Intake – Northwest Mental Health and Addictions Hub, implementation planning advanced, including work on staffing, infrastructure, and the development of referral processes and care pathways to improve access and system navigation.

Amplify the impact of our Indigenous cultural safety approach on the system by sharing our learnings with peers.

Engagement with hospital partners across the region has established a baseline of available cultural safety education. An environmental scan will inform a gap analysis and recommendations to strengthen cultural safety education and support broader sharing of learning across the system.

Co-ordinate Regional Programs to bring equitable specialized service to the region, as close to home as possible.

Coordination of specialized services across Northwestern Regional programs has advanced through organizational restructuring under a single leadership umbrella and the introduction of a Director of Regional Partnerships. Regional program leaders identified strengths, gaps, and opportunities to clarify governance, accountabilities, and the role of regional programs, supporting improved collaboration and access to care closer to home.



OUR PROGRESS ON

Strategic Enablers

OUR COMMITMENT

OUR ACTION

Strategic Partnerships

Cultivate and maintain relationships with internal and external stakeholders to drive broader system changes.

A Government Relations Framework was established to support structured, proactive engagement with government and system partners, strengthening coordinated input on policy, funding, and legislative changes.

Digital and Data Infrastructure

Enhance healthcare services, operational efficiency, and client outcomes, leveraging data, technological innovations and artificial intelligence.

Artificial intelligence planning progressed through cross-organizational committees that identified opportunities and risks in healthcare settings, and interim guidance issued. Pilot projects are also underway in select areas to support safe, responsible, and practical use of artificial intelligence in care and operations.

Communications

Foster transparent and open channels of communication across the organization, with clients and families, and with the broader community.

Transparent, values-aligned communication was clarified through a new Social Media Policy. A vendor has been selected for a Digital Experience Platform, with development underway for a redesigned public website and improved digital experience, targeted for launch in fall 2026.

Financial Resources

Effectively manage finances, allocate resources, and develop financial infrastructure to ensure that our financial objectives align with strategic goals.

Financial planning and decision-making were augmented through updated budgeting and decision brief guides, enhanced tracking tools, and supporting resources including a Statement of Intent and user training, improving structure, transparency, and usability.



Board of Directors

EXECUTIVE:

Susan Fraser
Chair

Deb Comuzzi
Vice Chair

Garth Postans
Treasurer

EX-OFFICIO:

Janine Black
President &
Chief Executive Officer

Dr. Peter de Bakker
Chief of Staff

Carolyn Freitag
Vice President
Clinical & Chief
Nursing Executive

Dr. Armour Boake
President of the Professional
Staff Association

DIRECTORS:

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

Sharon Hollinsworth
St. Joseph's Foundation
of Thunder Bay Board
Representative

Regina Mandamin

Fhara Pottinger

Bill Bradica

Ben Raison

Emily Phippard

David Pierce

Jordan Hudyma

Paula Bouchard
Catholic Health Sponsors
of Ontario Designate

Chief Melvin Hardy
Anishinabek Nation
Representative

Bishop Alan Campeau
Roman Catholic Bishop
of the Diocese of
Thunder Bay

Stacey Livitski
Client & Family Partner

Leadership Team

Janine Black
President &
Chief Executive Officer

Andrea Docherty
Vice President Clinical
& Community Health

Adam Shaen
Vice President
People & Mission

Dr. Peter de Bakker
Chief of Staff

Paul Francis Jr
Vice President
N'doo'owe Binesi

Kim Callaghan
Director of Communications
& Government Relations

Carolyn Freitag
Vice President
Clinical & Chief
Nursing Executive

Byron Ball
Vice President
Infrastructure & Planning
and Chief Financial Officer

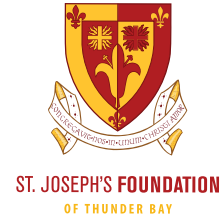
Financial Statements

Statement of Operations (in thousands of dollars)

Revenue	2026	2025	Percent
Ontario Health North	217,636	209,796	82%
Accommodation Co-Payment	15,229	14,833	6%
Program Fees and Rentals	5,869	5,720	2%
Amortization of Deferred Contributions Related to Capital Assets	5,163	4,945	2%
Other Recoveries	20,432	21,654	8%
TOTAL	264,329	256,948	100%

Expenses	2026	2025	Percent
Amortization of Equipment, Buildings and Leaseholds	10,863	10,436	4%
Drugs	1,409	1,640	1%
Interest on Long Term Debt	1,137	1,193	0%
Medical and Surgical Supplies	2,073	2,120	1%
Medical Staff Remuneration	7,367	7,904	3%
Salaries and Benefits	203,196	189,285	76%
Supplies and Other	39,995	39,621	15%
TOTAL	266,040	252,199	100%

Your Donations At Work



With Gratitude, From Gail Brescia

As President & CEO of St. Joseph's Foundation, I am deeply grateful for the generosity of our donors, volunteers, community partners, and supporters. Your commitment to our mission continues to make a meaningful difference in the lives of the clients, residents, and families served by St. Joseph's Care Group.

This year, your support helped enhance spaces that promote comfort and healing, provide essential equipment that strengthens safety and quality of care, support community connections, and create meaningful moments of compassion for those who need it most. From equipment purchases and care environment improvements to holiday gifts, therapeutic programs, and special experiences, every contribution helped improve comfort, dignity, and quality of life across our organization.

We also extend our sincere appreciation to the dedicated staff and healthcare professionals of St. Joseph's Care Group. Their compassion, expertise, and commitment to those we serve inspire us every day. Together, we are building a healthier, more caring community rooted in dignity, comfort, and hope. Thank you for helping us bring care, connection, and compassion to those who need it most.

Building Compassionate Care

Donor generosity helped create moments of comfort, connection, and joy for clients and residents across St. Joseph's Care Group. From books, art programs, musical entertainment, and handmade quilts to summer barbecues, holiday celebrations, and special treats, these experiences enriched daily life and fostered meaningful connections.

Support also extended to practical resources and personalized care. Children in the Diabetes Health Pediatric Program received lunch kits and gift cards, while older adults and their care partners benefited from a Seniors' Resource Guide designed to help navigate local programs, services, and supports.

During the holiday season, more than 580 clients received a gift, bringing comfort and companionship to individuals who may otherwise have spent the holidays alone. These thoughtful gestures reminded recipients that they are valued and supported by a caring community.

In keeping with the spirit of St. Joseph, Foundation staff also spent time serving lunch to clients in the Withdrawal Management and Safe Sobering Programs, reflecting a legacy of compassion, humility, and service to others.

Your support helps create more than spaces and programs—it creates moments of comfort, connection, and peace. Because of you, people receiving care experience dignity, a sense of belonging, and an improved quality of life during some of life's most challenging times.

Restoring & Revitalizing

Because of your generosity, palliative and hospice clients now have access to a calming, spa-like environment where they can experience greater comfort and peace. Your support helped transform the Palliative Care Spa Room into a welcoming space that enhances quality of life for clients and their families.

Your gifts also helped create spaces that foster healing, connection, and renewal. A new greenhouse and gardens now provide opportunities to connect with nature, grow fresh produce, and cultivate traditional Indigenous plants that support both wellness and cultural connection.

Securing Vital Equipment

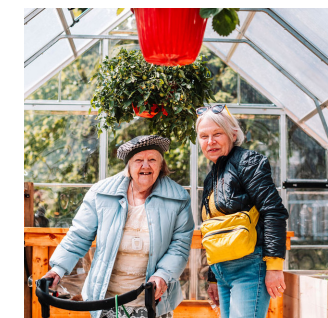
Your support provides frontline care teams with the equipment they need to deliver safer, more effective care. As a result, clients benefit from improved comfort, dignity, and access to the specialized services they depend on every day.

Funding from Fort William Rotary supported vital equipment renewal at St. Joseph's Hospital, bringing new vital sign machines, a bariatric stretcher, uroflowmeter, and podiatry chair to the Outpatient Clinic.

In addition, your support allowed us to invest in Porter Chairs at St. Joseph's Health Centre, a Gait and Balance Therapy Lift for Physical Rehabilitation, enhancements to the Wound Clinic, and an adjustable power exam table for the Safe Sobering Program.

Growing A Community

Community support continues to grow in meaningful ways. This year, we welcomed both new and returning community fundraising events, including the Diabetes Car Wash, Alzheimer Golf Classic, and December to Remember. The Split the Pot Lottery has continued to grow, with many winners coming from right here in Thunder Bay, demonstrating how local support is helping strengthen care close to home.



Where to Find Us

With Care, Compassion and Commitment, St. Joseph's Care Group (SJCG) provides wholistic, safe, and people-centred care via programs and services to the residents of Northwestern Ontario.

St. Joseph's Hospital

Corporate Office
35 Algoma St N
807-343-2431
Toll Free 1-800-209-9034

Crossroads Centre

667 Sibley Dr
807-622-2730

Hogarth Riverview Manor

300 Lillie St N
807-625-1110

Lodge on Dawson

1460 Dawson Rd
807-625-5409

Mino Ginawenjigewin

500 Oliver Rd
807-623-6515

Sister Leila Greco Apartments

330 Lillie St N
807-625-1126

Sister Margaret Smith Centre

301 Lillie St N
807-684-5100

St. Joseph's Health Centre

710 Victoria Ave E
807-624-3400

St. Joseph's Heritage

63 Carrie St
807-768-4400

For a full listing of our programs and services, visit our website: sjcg.net.

Visit us at:

sjcg.net



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

