

My second and final year as Chair of the St. Joseph's Health Centre Board has certainly been an exciting and eventful one. We saw the launch of our new Strategic Directions for 2015-2018, which reflect our intent to continue to set new standards in providing the highest quality of care to the whole person – body, mind and spirit.

In September of last year, the Board ambitiously set out to develop a new strategic direction for all of our organizations focusing our efforts:

- To introduce a workable strategic planning process, which would provide our organizations with a mechanism for ongoing planning efforts;
- To ensure that our primary focus was on the residents and patients we serve;
- To confirm our vision for the future among all of our organizations, and in particular define the role and direction of SJCCC;
- To incorporate quality into all operational goals, objectives and deliverables;
- To ensure that all organizations would be financially viable; and
- To identify and respond to the health care needs of the community.

The following are the five Strategic Directions for 2015-2018:

1. Focus on Residents and Patients First

We will:

- focus on providing holistic care—body, mind and spirit in every moment
- focus on the vulnerable and the unmet needs in the community

2. Lead in Quality and Safety

We will enhance the quality and safety experiences of our residents, patients, and staff by:

- leading quality and safety initiatives based on evidence and best practices
- promoting our successes

3. Inspire and Engage our People

We will nurture a culture that:

- recognizes the intrinsic worth of all those who serve with us
- encourages active participation in educational opportunities

4. Optimize Resources

As accountable stewards of the resources available to us we will:

- maximize efficiencies and maintain a balanced budget
- identify revenue generating opportunities

5. Engage Community

We will lead in collaboration with our community and system partners to:

- maximize and communicate with our role in the continuum of care
- share knowledge and develop system solutions
- participate in research

Stemming from the strategic directions a new vision for all organizations was developed - “To be leaders in continuing care, long-term care, and rehabilitative care.”

Building a strong health care system within our organization and with our community requires everyone’s involvement. By engaging community partners and our staff in our strategic planning process, we gained powerful insights that have truly revolutionized the way we work internally and within our community. Our roots and responsibilities as a Catholic health organization were inherent when we reviewed our mission, vision and values and the feedback from our engagement sessions.

The past year has blessed us with many opportunities and accomplishments in governance and leadership. The work of the board and its committees has continued to help strengthen our organization’s focus on performance.

The Board monitored its performance through monthly Board committee and CEO reports. Overall, we are pleased that we made improvements in regard to the indicators associated with each of the operational goals in the Strategic Plan.

I am pleased to say that as a Board we worked hard both collectively and individually to establish better relations with our partners as well as develop internal mechanisms to assist in being accountable to those we serve. We understand that we can only be successful if we are contributing to the success of the healthcare system and that the only path to success is through productive collaboration with our Northeast Local Health Integration Network and our entire community of healthcare partners.

This year, the Catholic Health Corporation of Ontario, our sponsors, provided to all of its sponsored organizations a document entitled “Signals of Organizational Performance”. The purpose of this measurement tool is to demonstrate sponsorship leading practice by assisting CHCO organizations in facilitating early identification and resolution of governance and quality of care challenges. The tool poses a series of questions in the four quadrants of Mission Integration, Quality of Care, Organizational Health, and Financial Health. By answering these questions as an organization, it will enable the discussion with CHCO about potentially sensitive or difficult topics from a problem resolution perspective, and will aid in determining if our organization is any need of CHCO support in the development of solutions.

The Board has embraced this tool and adapted it into our reporting mechanism on our operational goals.

SJHC had many hurdles to jump through this past year, each one challenging the organization to make strategic changes to improve operationally our management of services. Last year, I reported on a one-year trial of a Program Management model introduced in May reinforcing the distinction of each site with a Site Lead/Administrator. Based on feedback gathered from staff most affected by this new model, it was determined that the change in the reporting structure had benefited the organization in creating a more streamlined communication process, improved interdepartmental team work, and

consistency and continuity in direction to management and frontline staff. As a result of this feedback, in December, the new structure was implemented across the organizations.

St. Joseph's Health Centre continues to operate as a management company only and it charges management fees to its operating entities. It will continue to accumulate a working-capital deficit as it holds the licenses, buildings, and mortgages for both long-term homes. Overall, however, I am pleased to report the St. Joseph's Health Centre ended this fiscal year with a surplus.

In closing, I feel that this year has seen progress in regard to the development and growth of each of our organizations. As a Board, we are very proud to carry on the good works of the Sisters of St. Joseph of Sault Ste. Marie and to continue to carry on the Catholic healing mission of Jesus in all that we do by meeting the unmet needs of the community. At this time, I would particularly like to thank Joseph Pintur, for his dedication to our Board during his three consecutive terms. As Joe leaves our Board of Directors we welcome a new Board member, Paul Marleau. Thank you to all Board members, Foundation members, and members of the senior management team including our CEO, Jo-Anne Palkovits, for continuing to Care...Beyond the Moment.

Respectively submitted by:

Ehren Baldauf, Chair  
St. Joseph's Health Centre