

My first year as Board Chair of the St. Joseph's Health Centre has certainly been an exciting and eventful one. We commenced the year with a review of our 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.

The only constant in health care today is change: change that is accelerating at an ever-increasing pace. Healthcare transformation in this Province is being driven through the Ministry of Health and Long-Term Care and the Local Health Integration Networks. Responding appropriately to the City of Greater Sudbury area's health care needs as a governing body is both challenging and exciting in this environment. I would like to mention some of the ways that we, as governors responded to - or better still – anticipated and responded to changes in health care during the past year.

In September of last year, the Board ambitiously reviewed its achievements of the previous year, that being the first year of its strategic direction for all of our organizations. In particular, the Board confirmed that it had:

- Introduced a workable strategic planning process, which would provide our organizations with a mechanism for ongoing planning efforts;
- Ensured that our primary focus was on the residents and patients we serve;
- Incorporated quality into all operational goals, objectives and deliverables;
- Ensured that all organizations would be financially viable; and
- Identified and responded 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

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.

I am proud to report that in March of this year, St. Joseph's Health Centre was awarded the prestigious Community Builder's Award in the category of Health Care. This award goes to an individual or group that has had an important impact on the health care of our community. The event celebrates the accomplishments of some of the many skilled, devoted and successful visionaries, creators, professionals and leaders whose contributions propel our city forward.

In addition, SJHC was also presented with the Chair's award from Maison Vale Hospice at their annual gala that took place on November 19, 2015.

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.

In the development of our SJHC Quality Improvement Plan our Board of Directors are engaged at the governance level. More specifically, the:

- Quality Committee of the Board monitors performance and action plans related to resident-centred care and safety. It also reviews the minutes of the site-specific Quality Council.
- Executive & Finance Committee of the Board monitors performance and action plans related to the financial health, human resources and operations of the organization.
- Mission and Spiritual and Religious Care Committee of the Board monitors performance and action plans related to the role of the Chaplain.
- Ethics Committee of the Board monitors performance and action plans related to ethics and research.
- The Professional Advisory Committee monitors the quality of medical diagnosis, care and treatment provided, as well as, clinical roles, the medical resource plan, the medical quality assurance program and the system of recurring quality of care issues.

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.

The Board responded to the specific duties asked of them through the Catholic Health Sponsors of Ontario "Signals of Organizational Performance" reporting document. The purpose of this measurement tool is to demonstrate sponsorship leading practice by assisting CHSO 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. We answered these questions as an organization at each of our designated committees of the Board and provided them to CHSO in our annual report. By responding to these specific questions we enable discussions with CHSO about potentially sensitive or difficult topics from a problem resolution perspective, which assists in determining if our organization is in any need of CHSO support in the development of solutions. I am pleased to state that no issues were identified through this report.

St. Joseph's Health Centre continues to operate as a management organization 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 balanced budget.

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 Al Cruthers, Margaret Ashcroft, Richard Rainville, and Leighton Roslyn for their dedication to our Board during each of their respective consecutive terms. As these members leave our Board of Directors we welcome the following new Board members, Guy Beaulieu, Andre Durette, Ray Hunt and Gloria Richer. 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:

Linda S. Wilson, Chair
St. Joseph's Health Centre