

As a Board we feel honoured that we have been able to build on the tradition of the Sisters of St. Joseph's of Sault Ste. Marie by meeting the unmet need in the community and rising to the challenge of funding, building and operating this beautiful facility – St. Joseph's Villa - a home that 128 residents at any given time call home.

We continue to provide quality care, safe care, and program centered activities to the residents of St. Joseph's Villa (SJV) and their families. Our focus is on making every resident and family encounter great experience.

The staff has done an excellent job this year in upholding the mission and values, and ensuring that those who are the most frail and vulnerable in our society receive the care and compassion they deserve.

St. Joseph's Villa was our first adventure in building and that was over 13 years ago. As the years quickly pass, the building ages and wear and tear becomes visible. Equipment and fixtures have a life span and many have reached their duration and have become necessary to replace. This year we needed to focus on an insulation issue discovered in the roofing at SJV, as well as, an ice build-up on the edges of the roof and the excessive icicles formulating from this. Both had caused considerable damage to the building. As a result, an inspection was conducted, and experts in the field were contacted to review and provide options on rectifying the issue. I am pleased to report that both of these risk and safety issues have been repaired and we are now anticipating significant savings on our energy bills and an icicle-free roof.

We were pleased to receive notice that effective January 1, 2016, all non-profit Long-Term Care Homes would be exempt from municipal property taxes. The Ministry outlined an "Implementation of Funding Recoveries related to the 2016 Municipal Tax Allowance Fund (MTAF) for Homes that are newly exempt from Property Taxes" process. We anticipate recovering the funds already paid out for the first part of the 2016 year.

Over the year SJV experienced Personal Care Assistant staffing challenges. Internal and external strategies were developed, including a meeting with the NE LHIN to outline the specific challenges in regard to recruitment and retention. In addition, meetings were conducted with various stakeholders, including College Boreal, Cambrian College and the Ministry of Northern Development and Mines. Internally, the Occupational Health Coordinator implemented mental health strategies to aid in decreasing "burn-out" and sick-leaves. I am pleased to report that SJV has managed to fill its compliment of staff, but continues to hire casual staff to ensure that full time permanent staff are able to take their much deserved vacation over the summer months.

I take great pride in informing you that in December of 2015 we were notified by CARF that SJV had been awarded a Three-Year Accreditation for the Person-Centred Long-Term Care Community Program with Governance Standards Applied. In particular, we received praise for the innovation and leading-edge programs and frameworks that had been implemented to continue to create quality improvements. The Quality Framework and its mapping from operations to strategic direction was noted as a unique system. This system supports the achievement of quality goals and targets through the use of an accountability framework of committees that is linked from operation committees to committees of the Board of Directors, who are accountable for the mission and vision of the organization.

This is an incredible achievement for SJV and recognizes the work of our dedicated team. It truly signals how far we have come since our opening in December of 2003.

A Quality Improvement plan was filed for St. Joseph's Villa this year with Health Quality Ontario outlining a number of initiatives that the Villa would be focusing on in the upcoming year. Each year, we develop a Quality Improvement Plan that builds on the momentum of our improvement efforts to date. The plan:

- included challenging but realistic targets for improvement (and the justification for choosing those targets);
- identified the initiatives that we have planned to help us achieve those targets; and,
- outlined how organizational leadership is held accountable for achieving the targets that we have set.

As a matter of priority, we continue to work toward a culture where quality is entrenched in who we are and what we do. Our work toward this end involved:

- maintaining focus on our Lean management philosophy;
- educating staff about our strategic directions and helping them to understand how these relate to our core values and the Quality Improvement Plan;
- educating our staff about the quality improvement tools and resources available to them;
- continuously enhancing our performance measurement, reporting and monitoring practices;
- working toward full conformance with CARF's accreditation standards; and,
- routinely reviewing and updating our annual Quality Improvement Plan.

For 2016-2017, we aim to:

1. **Improve resident and staff safety** by boosting hand hygiene compliance; raising staff immunization levels and compliance with our internal immunization policy; and, increasing the percent of staff with a current mask fit-test on file.
2. **Optimize our organizational effectiveness** by addressing challenges related to staff attendance; improving job satisfaction; further reducing costs; and, engaging volunteers in new and meaningful ways.
3. **Promote an integrated and resident-centred approach to care** by aligning our processes of care with best practice; enhancing inter-professional collaboration; continuing to educate our staff about ethical decision making; continuing to provide spiritual and religious care services and programming; monitoring resident satisfaction using surveys and Resident Rounding sessions; and, strengthening our community partnerships.

In the development of our Quality Improvement Plan our Board of Directors are engaged at the governance level. Our Board sub-committees:

- Monitored outliers among management-level indicators and recommended further remedial action as appropriate;
- Provided feedback on the performance measurement system overall and the management-level indicators chosen;
- Analyzed trends in our performance over time;
- Ensure that quality improvement initiatives were evaluated; and,
- Reported on quality initiatives to the Board of Directors through the Chairs of the Board committees.

Our Board of Directors ensure that a continuous quality improvement philosophy is embedded in the organization's By-laws, strategic plan, position descriptions and other internal processes.

As I complete my first year as Board Chair, I am very proud of the many accomplishments that have occurred during the past year at St. Joseph's Villa. I am proud of our senior team, physicians, and volunteers, but most importantly, our staff who do such a tremendous job each and every day truly caring for our residents. On behalf of the Board, I say "thank you and please don't stop the good work you are doing". I also wish Roger Leveille good luck in his new role at St. Joseph's Villa's as Site Administrator and thank Dr. Siverson for his ongoing commitment and dedication as our Medical Director.

Respectively submitted by:

Linda S. Wilson, Chair
St. Joseph's Villa