

The Special Meeting signals the fact that another year is fast coming to an end and presents me with the opportunity to bring you up to date on all of the activities during this period of time. My first year as Board Chair of St. Joseph's Health Centre, St. Joseph's Villa and Villa St. Gabriel Villa has certainly been an exciting and eventful one. There has been a tremendous amount of work accomplished this year – both as a governing board and operationally.

At a time of significant funding and staffing challenges, we have held fast to a standard of excellence thanks to the diligence, creativity and commitment of our staff, physicians and senior leaders. As always, we have been guided by the Catholic Health Sponsors of Ontario (CHSO). Board members used the following CHSO documents for guidance when reviewing policies, recruiting Board members, creating mission awareness and exploring integration possibilities:

- Working Together
- Mission Integration – Key Indicators of Catholic Identity
- Proclamation Document
- Integration Care – Considerations for Catholic Health Care
- Formation for Catholic Health Board Members

In April, SJHC hosted a CHSO Board meeting in Sudbury. The session was well attended by CHSO staff and board members, CHAO board members, and other CHSO sponsored health care providers in the north east area. A panel discussion on current long-term care issues and challenges was held at the session which allowed for the invitation of local MPP, France Gélinas and Mary-Jane Dykeman, Health Law lawyer of DDO from Toronto to discuss merging issues.

The past year has blessed us with many opportunities and accomplishments in governance and leadership. We continue to review and amend St. Joseph's Health Centre's, St. Joseph's Villa's and Villa St. Gabriel Villa's governance policies and by-laws, based on legislation and best board practices and at the request of CHSO. These guide us in assessing and planning better care and services for our residents and assist us in meeting our strategic directions.

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 to develop internal mechanisms to assist in being accountable to those we serve. This year we saw changes in senior management positions at both HSN and the NELHIN providing and opportunities for new relationships to be developed.

The Boards of St. Joseph's Villa (SJV) and Villa St. Gabriel Villa (VSGV) continue to focus improvements on areas that help to achieve our vision - "To be leaders in continuing care, long-term care and rehabilitative care."

In order to do this, we ensure that our long-term care activities are aligned with:

- Our 2015-2018 Strategic Plan
- The Northeast Local Health Integration Network (NE LHIN) directions
- The Ministry of Health and Long-Term Care (MOHLTC) regulations and directions
- Other relevant legislation, including Medical Assistant in Dying, Long-term Care Homes Act and Occupational Health and Safety Act
- Health Quality Ontario
- The Commission on Accreditation of Rehabilitation Facilities Standards (CARF); and



our satisfaction surveys.

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. This achievement is not the work of a single person, or even a single team, but a reflection of the dedication of each employee, volunteer, Board member, family council members and all who work to improve the quality of another's life at SJV and VSGV.

### ***Quality and Safety***

St. Joseph's Health Centre and both SJV and VSGV each developed Quality Improvement Plans, which were submitted to Health Quality Ontario and then posted on our website. Although, not mandated by legislation, a Quality Improvement Plan is developed for St. Joseph's Health Centre and utilized internally to monitor its quality assurance. In the development of our Quality Improvement Plans 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 initiatives.
- The Executive and Finance Committee of the Board monitors performance and action plans related to the financial health, human resources and operations of the organization.
- The Mission and Spiritual and Religious Care Committee of the Board monitors performance and action plans related to the role of the Spiritual Health Practitioners and spiritual care delivery to our residents and mission education.
- The Ethics Committee of the Board monitors performance and action plans related to ethics and research.
- The Professional Advisory Committees at each Villa monitor 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 for our residents.

We continue to provide quality care, safe care, and program-centered activities to the residents at SJV and VSGV and their families. Our focus is on making every resident and family encounter a positive experience.

I am humbled by the compliments we receive from residents and their loved ones about the excellent care provided by all who work at SJV and VSGV. I applaud the staff for an excellent job this year in upholding the mission and values and in ensuring that those who are the most frail and vulnerable in our society receive the care and compassion they deserve.

Several activities of note occurred this past year:

- SJV and VSGV submitted a joint proposal in August for a joint Behaviour Supports Ontario (BSO) two person team that would work together across the organization and on all three shifts to assist frontline staff in managing responsive behaviours. We received confirmation from the NE LHIN that the original proposal was not accepted, but they offered the organization 1.0 FTE to share between the Villas. The organization accepted and proceeded with the implementation once the funding letter was received. The organization will continue to lobby for another 1.0 FTE BSO support so that each facility can have their own dedicated resource staff member.
- Provision of peritoneal dialysis (PD) was identified as an unmet need in our community approximately ten years ago. Since that time we have been working closely with HSN, Home & Community Care, and

the NE LHIN to find a way to admit patients requiring PD into our long-term care homes, and ensure the care they require is available by trained and competent staff. We received confirmation that SJV was approved for funding to provide training to registered nursing staff, with ongoing operational dollars for the supplies and equipment that will be required. This year SJV admitted our first resident requiring peritoneal dialysis (PD).

- The Better coordinated cross-sectoral Medication Reconciliation (BOOMR) is a new program which promotes the pharmacist working with the nurse and physician to ensure the medications of all new admissions are reconciled prior to admission. The BOOMR program was initially implemented at SJV and has recently been implemented at VSGV with promising results, saving an average of two hours of nursing time per admission.
- The Program Coordinator and the Lead Life Enrichment Assistant from each Villa attended a one-day workshop in Timmins on the JAVA Program. SJV and VSGV were 2 of only 10 homes selected across Ontario to receive funding for our staff to attend this valuable workshop, and also for the JAVA program license. With this new knowledge, the LEA department has started to implement programs for our residents that will increase their quality of life.
- The Villas educated two specific PCAs at their respective sites in the Excellence in Resident-Centred Care (ERCC) train-the-trainer sessions. This training aims at promoting best practices in seniors' care environments, such as Long Term Care, that are consistent with the Ontario Ministry of Health and Long-Term Care standards. This course provided the trained PCAs with the knowledge, tools and capability to facilitate the ERCC Team Member course directly within their facility to other PCAs, using a train-the-trainer model of delivery. Through this training the following will be realized:
  - Better resident care and outcomes
  - Increased staff self-confidence
  - Increased job satisfaction
  - Increased staff retention
- VSGV underwent its Accreditation process through CARF on November 16 and 17, 2017. The CARF surveyors attended VSGV for the two day process and delivered a very welcome report upon their exit, citing many wonderful experiences during their survey and only a few recommendations for improvement. The final CARF report was received in January whereby VSGV was given a 3 year accreditation status.

### ***Funding***

The NELHIN issued a memo outlining additional long-term care sector funding increases effective July 2, 2018, for each licensed LTC home to receive annualized base funding of \$ 106,000 (\$ 79,552 in 2018-19 funding year) to create and fill a new RN FTE position. Both SJV and VSGV reviewed their respective staffing plans to determine where to best introduce the new full time position to. In addition, the NELHIN issued a second memo outlining a long-term care sector funding increase for the 2018-19 fiscal year effective April 1, 2018. This funding increase will support both SJV and VSGV in maintaining their respective operations, to ensure residents receive quality care and meals and services in a safe home-like environment.

The MoHLTC has announced that it will be providing supplementary funding in the amount of \$ 12,800 per year to long-term care homes to procure equipment that will assist in preventing residents from falling or suffering injuries from falls.



In an effort to acquire support for the shortage of PSWs, we met with MPPs, France Gelinat and Glenn Thibeault, to discuss our challenges at each of our Villas for recruitment and retention of Personal Support Workers (PSW). In addition, senior staff met with the NELHIN to discuss our PSW challenges and our CEO has connected with Minister Eric Hoskins; Derrick Araneda, Chief of Staff; Brian Pollard, ADM; both David Lamb, Director, and Denise Cole, ADM, of the Health Workforce Policy Branch; of the Ministry of Health and Long-Term Care (MOHLTC). SJV is seeking funding for a PSW pilot project which has been developed with Collège Boréal that will train and certify health care providers from other programs to work as PSWs in long-term care. The aim of this pilot is not only to assist to fill the vacancies at our two Villas but also to address the PSW crisis that is being experienced across the province.

The Board also had lengthy discussions in regard to the compliance process for long term care homes and the unexpected public postings for each. The Board is concerned that these two functions are penalizing the good works of our staff rather than using these processes for continuous quality improvement. This will remain a focus for the Board in the coming year.

Overall, this has been a productive year and one that has resulted in many challenges but also enhanced satisfaction from our residents and families.

In closing, I feel that this year has seen progress in regard to the development and growth of each of our three 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 Guy Beaulieu for his dedication to our Board during his terms. He is replaced by Laura Freeman whom we welcome as a new member to the Board of Directors.

On behalf of the Board of Directors, I extend special appreciation to our President and CEO, Jo-Anne Palkovits, whose leadership and actions inspire others to dream more, to learn more, to do more and to become more. I would like to sincerely thank all staff, volunteers, physicians, and Villa-specific directors and managers for their ongoing dedication and devotion to both our Villas and the people we serve. I would like to extend a special thank you to Roger Leveille, Site Administrator, and Dr. Maurice St. Martin, Medical Director, both of SJV and to Ray Ingriselli, Site Administrator and Dr. Gauthier, Medical Director, both of VSGV. It is each and every one of you who truly make a difference in the lives of our residents every day and with every interaction.

Thank you to all Board members, Foundation members, and members of the senior management team for continuing to Care...Beyond the Moment.

Respectively submitted by:

Paul Marleau, Chair  
St. Joseph's Health Centre