

A spirit of enthusiasm and achievement marked our last year at St. Joseph's Health Centre. 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.

While our mission explains why we exist, our new vision, “To be leaders in continuing care, long-term care and rehabilitative care” defines what our partners, outlying communities, and staff want our organization to be. The five strategic directions and eleven priorities outlined in this plan will help us to achieve this vision over the next three years. They will be used annually to create operational plans, focus our efforts, and help us make decisions on how to best allocate our limited financial resources to ensure we sustain this vision.

St. Joseph's Health Centre launched its new and upgraded website this year providing quicker, easier access and information about St. Joseph's Health Centre, St. Joseph's Villa, St. Joseph's Continuing Care Centre, and Villa St. Gabriel Villa. The information posted demonstrates the organization continued commitment to public accountability, performance reporting and community engagement.

The Human Resource and Payroll departments worked diligently to implement a self-service module of our payroll software, which allows staff at each site to print their own paystubs and T4's as well as check schedules and request time off. A staff log in section was added to the new website providing staff access to their e-mail, facility policies, payroll and schedules, health benefit and pension plan insurance as well as a newly launched interactive software for all mandatory education.

Commitment to establishing an education budget for staff and Board members of the organizations was a goal set by our Board of Directors in the new strategic plan. A process was implemented to identify the key education, conferences and events required for the upcoming year for each of the organizations. In doing so, a budget was established to ensure attendance at the identified educational opportunities. In addition to this, a small working group was formed and met to establish a tuition assistance selection process. The goal of the program is to provide financial assistance to employees engaged in post-secondary or certificate-level education relevant to the core business of the organization. A criterion was developed to be applied to all submissions to determine the level of service recovery for tuition assistance approved.

Last year we introduced a new program management structure on a one-year trial basis due to some key personnel resignations. At the six month interim, a staff poll was conducted with the key personnel affected by the new program management model. As a result of the feedback, the new model which seats Site Administrators at all sites to manage the day-to-day operations and provide leadership to the directors and managers was permanently implemented in December.

We continue to improve the culture with our journey through the *Caring...Beyond the Moment* cultural change initiative. As a result, this past year we saw more positive movement including the following:

- Continued senior leading rounding sessions with all departments producing stop light reports and action plans for improvement.

- The continuance of resident and patient rounding at all facilities producing stop light reports and action plans for improvement.
- Our “job well done” recognition initiative was changed from a monthly rotation of a submissions for each site to recognition of employees “in the moment” of doing a “job well done”.
- The LEADS capability framework (Lead Self, Engage Others, Achieve Results, Develop Coalitions, Systems Transformation) was endorsed by the Board of Directors and included within the core competencies that were established last year by the committee. The new combined framework will be the foundation from which we will build each job description, interview tool and performance appraisal.
- Our AIM software program, which stands for “all ideas matter”, continued this year registering 66 submitted ideas of which 12 were approved and six were completed. There were 25 ideas deferred for further discussions with other departments. In order to ensure timely responses to the suggestions the deferred ideas were added to the monthly Quality Council meetings of each organization. After a review of the process, it was determined that the discussions around the ideas submitted were most often with other departments within the organization and these ideas would be better vetted at the monthly Quality Council meetings.

We are excited to see what the next year will bring as we continue down this journey of cultural change.

Our annual Dialogues for Mission were met with great enthusiasm by staff. The theme this year was to refocus on our actual Mission statement and reinforce to staff our reasons “to faithfully continue the healing Mission of Jesus, and respond to the needs of the whole person - body, mind and spirit”.

The sessions focused on educating on our Mission as it pertains to each employee’s every day work life. Feedback from staff was documented and followed up at subsequent CEO Information Sessions.

Other key highlights for St. Joseph's Health Centre this past year included:

- Continuing to support the CHSO-CHCO Sponsorship Renewal process through attendance at meetings in Toronto by the CEO and Board representatives.
- The completion of the Website Renewal project, which was identified as a priority in the strategic planning session work plan.
- Celebrating our staff with 5 and 10 year Service Awards at a special staff recognition event. Similarly, a celebration was held for our Volunteers with several receiving special awards.

As the year ends, we are confident that our achievements throughout 2014-2015 will position us well to continue to provide excellent patient and resident care and service to our community today and in the future.

In closing, I would like to take the opportunity to thank all our staff and volunteers for adhering to and supporting the Performance Standards expected by the organization and those we serve. In particular, my gratitude is extended to our VP of Corporate Services and Chief Financial Officer, Barb Desjardins; our VP of Clinical Services and Chief Nursing Officer, as well as our St. Joseph's Continuing Care Centre's Site Administrator, Kari Gervais; our St. Joseph's Villa Site Administrator, Gloria Richer who oversees our SJV home; and our Villa St. Gabriel Villa Site Administrator Ray Ingriselli, who oversees our VSGV home. In addition, many thanks are extended to our Board Liaison Tanya Gil-Alfau who pulls everything together for us, and Kim Pilatzke, as our Corporate Liaison.

Finally, I would like to thank the members of the Board and Board committees who have also committed many diligent hours to not only enhancing its governance practices and monitoring of key elements of the Board work plan but also to the development of new strategic directions for our organizations. In particular, I would like to thank our Board Chair, Mr. Ehren Baldauf, for serving as Chair these past two years and leading our Board members through the challenges and tough decisions required this past year. Thank you and I look forward to another exciting year!

Respectively submitted by:

Jo-Anne Palkovits, President and CEO  
St. Joseph's Health Centre