

During this past year, St. Joseph's Health Centre made significant strides in meeting its first year objectives outlined in our 2015 -2018 three year strategic plan. This plan outlined the priorities and activities upon which we focused our efforts, while still remaining aware and responsive to our environment and its ever changing needs to ensure we are providing the highest quality of care to the whole person – body, mind and spirit.

In the face of continually increasing demands for our services and the challenges of fiscal restraint, we take pride in the exemplary care we offer to our residents, patients and visitors and acknowledge the honour it is to be trusted to provide this care.

Operationally, St. Joseph's Health Centre continues to perform well. We met our quality improvement objectives, as outlined in our annual Quality Improvement Plan. During the past year, our administrative staff demonstrated the organization's continued commitment to public accountability, performance reporting and community engagement. Below are some the achievements and accomplishments in our five strategic areas;

1. Focus on Residents and Patients First
2. Lead in Quality and Safety
3. Inspire and Engage Our People
4. Optimize Resources
5. Engage Community

Focus on Residents and Patients First

Several meetings were held to address assisted living needs with community partners however to date there are no tangible results. Meetings were held with ARG Devco, and separately with Dr. Roger Couture and Dr. John Lewko, Laurentian University, regarding opportunities to partner and develop assisted living complexes.

I applied and was appointed to the City of Greater Sudbury Senior Advisory Panel as the "Health" expert for a three year term. The mandate of the committee is to promote, maintain and enhance seniors' quality of life in the City of Greater Sudbury through consultation, education, advice and advocacy. The panel advises and responds to requests by the Mayor and Council on Seniors' issues, and promotes the development of a continuum of services for seniors.

Lead in Quality and Safety

Annually, St. Joseph's Health Centre establishes a formal Quality Improvement Plan which is monitored over the year. Specific to the QIP is the safety quality indicator for the percentage of staff compliant with staff immunization policy. I am proud to report that this year SJHC was 100% compliant.

Inspire and Engage Our People

This year the focus in the Quality Improvement Plan as well as part of our strategic direction was to ensure annual education for Ethical Discernment. The indicator established for this was the percentage of staff compliance on an annual basis. I am proud to report that SJHC achieved 100% compliance in this regard.

Last year a 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. In doing so, a budget was established to ensure attendance at identified educational opportunities. The Board wished to ensure that dollars were committed in the 2016-17 budgets for all organizations to fund educational opportunities for the Board, senior team, Directors and

Managers. In order to monitor this indicator, the Executive & Finance Committee reviews the education budget on a quarterly basis. To date 65.51 % of the established budget was been utilized.

The following events occurred as part of this strategic direction:

- Celebrated our Annual Sisters of St. Joseph of Sault Ste. Marie Awards for Excellence at each of our four facilities. All events were well attended and the recipients were truly humbled by the awards. The recipient at SJHC was Michelle Edwards, Food Services Manager.
- Our annual Dialogues for Mission were met with great enthusiasm by staff. This year we chose to show staff our internally produced video entitled “Called to be a Mission Leader” by Sister Sarah Quackenbush. Sessions were held with staff at each site on each shift. Feedback from staff was documented and followed up at subsequent CEO Information Sessions.
- The inaugural Pedometer Challenge was held over a 3 week period ending on December 14, 2015. The Challenge was developed and carried out by the four Health and Safety Committees as a Staff Health and Wellness initiative geared to promote healthy activity, staff involvement and staff comradery. The winning team of Donna Squires and Whitney Andrews with the most steps walked among the 3 sites claimed bragging rights as well as having their names engraved on the Health and Wellness trophy. Winning teams from each site received gift cards and random draws were held for all participants as well.
- As part of the Caring Beyond the Moment initiative the VP Clinical Services is leading a Rewards and Recognition working group that is looking at improvements to the staff onboarding process. The revised process will be based on best practice information and feedback from staff on their own experiences with onboarding in our organization.
- In March 2016, St. Joseph’s Health Centre received notice that it had been selected as the recipient of the prestigious “Community Builders Award in Healthcare”. Free coffee and pens were provided to staff on March 4th in recognition of the organization receiving the award. Staff were thanked for their hard work and contributions to the residents/patients and to the organization which made the award possible.
- On May 19, 2016 staff from all organizations teamed up and participated in the Heart and Stroke Big Bike Challenge. The event was a great success. The team raised \$4021.00, nearly doubling last year’s amount and won the award for best “team spirit”.

Optimize Resources

In May, St. Joseph’s Health Centre conducted its annual self-assessment using the indicators from the CHSO “Working Together” document and the “Signals of Organizational Performance Guidelines”. Board members were surveyed based on the document compiled by administrative staff on the daily operations of the organizations. I am pleased to report that the document was rated the highest score of 5 in all areas except for one. An overall rating of 4 was given for the statement, “Number of staff is adequate and the service reflects the standards for the field.” given the ongoing challenges in hiring qualified health care staff in a strongly dominated mining community.

SJHC was successful in maintaining a balanced budget for the year end.

The Ministry of Government Services led the push for the NE LHIN to establish a purchasing group. The NE LHIN chose to join the Northwest Supply Chain (NSC). A business case was developed to acquire start up dollars to make this happen. Our VP Corporate Services participated in this project and on April 1, 2016, we signed an intent to become members of the Northern Supply Chain for a five year initial commitment period. The hope is to be able to find savings through this group purchasing initiative.

Engage Community

The work of the Adhoc Marketing & Promotions Committee was completed including the following:

- development of a New Vision Statement;
- development of a History Document for the beginnings and evolution of the organization;
- the development and launching of “Called to be a Mission Leader” video created and narrated by Sister Sarah Quackenbush; and
- a revamp of the old website to create an updated, user-friendly website.

With the launch of the upgraded website this year, it provided 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’s continued commitment to public accountability, performance reporting and community engagement. To date through our “Recent News” feature we have successfully had 17 stories picked up by local media.

In February 2015, the Supreme Court of Canada declared invalid the prohibition on physician assisted death (PAD). The Court gave Parliament and the provincial governments one year to respond by developing the necessary legislative frameworks in which physician assisted death could be legally practiced. As part of this process I was selected to participate as a member of the OHA Advisory Panel on Physician Assisted Death. At the first meeting I presented on behalf to the OHA Advisory Committee on Physician Assisted Death to the Provincial/Territorial Expert Panel. I continue to participate on the committee for further updates and directions.

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

- Continued senior leading rounding sessions with all departments producing stop light reports and action plans for improvement.
- Staff with perfect summer attendance are personally thanked by their managers and provided with a \$25 gift card of their choosing. There are approximately 100 staff who received this gratitude (management is not included in this initiative).
- 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 saw great improvement since its change from a monthly rotation of submissions for each site to recognition of employees “in the moment” of doing a “job well done”.

- The formulation of LEAN groups to move the concepts of “Rewards and Recognition”, “Service Recovery” and “Words that Work” into operational plans that can be disseminated to staff in varying stages.
- Our AIM software program, which stands for “all ideas matter”, continued this year registering 98 submitted ideas of which 6 were approved and 39 were completed. We are excited to see what the next year will bring as we continue down this journey of cultural change.

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

- Continuing to support the CHSO Sponsorship Renewal process through attendance at meetings in Toronto by the CEO and Board representatives.
- Celebrating our staff with 5, 10 and 15 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 2015-2016 will position us well to continue to provide excellent patient and resident care and service to our community today and in the future.

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 retired in May, and our newly hired Interim Site Administrator, Roger Leveille; 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.

In closing, I would like to thank the members of the Board and Board committees who have also committed many diligent hours to not only enhance 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, Mrs. Linda Wilson, for serving as Chair 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