

During this past year, St. Joseph's Health Centre made significant strides in meeting its second year objectives outlined in our 2015 -2018 three year strategic plan. This plan outlines the priorities and activities upon which we dedicate our efforts. This connection helps us to stay focused and not stray from our strategic directions, ensuring organizational integration and coordination while at the same time being mindful of the external changing environment.

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.

Strategic Directions

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

SJHC focuses its efforts on identifying the vulnerable and the unmet needs within the community. In doing so, below are highlights of how we focused our efforts this past year.

- A Memorandum of Understanding was developed between Autumnwood Community Care Inc., Laurentian University of Sudbury and St. Joseph's Health Centre of Sudbury to collaborate and work with each other for the purposes of exploring opportunities in the general areas of academic training, collaborative research, scholarly collaboration, student exchange and community-university relationships and to identify funding opportunities in respect to the establishment of a Laurentian senate-approved research institute for aging. In conjunction with the Memorandum of Agreement, a conceptual drawing was presented to the Board. The SJHC Board was in support of this mutual vision.
- With the gracious donation from the Foundation, and dedicated funds from the 2016/2017 budget, 28 new hospital beds were purchased for SJCCC. This will replace the remaining old beds transferred over with the program from HSN in 2009. In addition, another 2 bariatric beds were purchased to replace beds that were recalled by the manufacturer in 2015.

Lead in Quality and Safety

In an effort to enhance the quality and safety experiences of our patients, residents and staff, the following initiatives were taken:

- A working group has developed a Cultural Competency and Diversity Plan which will be vetted by the Caring Beyond the Moment Committee on Sept 26th. This plan is a requirement of CARF. The plan captures both the organization's previous work in this area as well as some additional areas for the organizations to explore.
- The SJV Social Worker led a project to revise the Levels of Medical Intervention forms that are used across all of our sites. In order to align the organization's practices with legislation regarding substitute decision-makers, education was provided to staff at all levels in the clinical services department regarding the importance of obtaining informed consent for each and every treatment decision that is being administered. This work makes SJHC leaders in this area and prepares us for the upcoming focus by the Advocacy Centre for the Elderly to have this work completed throughout the provincial healthcare system.
- Twenty frontline staff members from the clinical services department attended a three-day, onsite education session on restorative care. This session was aimed at teaching participants strategies for engaging residents and patients in various activities and exercises to increase their functional ability. The lessons they learned will be put to good use as the restorative programs in the nursing, life enrichment, and therapy departments continue to evolve.

Inspire and Engage Our People

Recognizing the intrinsic worth of all of those that we serve and encouraging active participation in education opportunities were met. Some of the highlights of this strategic direction include:

- Dialogues for Mission were held during the week of November 21st. I met with all staff at each site on each shift to discuss "Serving the Vulnerable". Great discussion was had by all staff that attended. The staff recognized that we are all vulnerable depending on circumstances and were very conscious about serving our vulnerable residents and patients.
- A celebration was held for 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 Jennifer Gosselin, Social Worker.
- Continuing on as part of the Caring Beyond the Moment initiative the Rewards and Recognition working group looked at improvements to the staff onboarding process. The revised process introduced was based on best practice information and feedback from staff on their own experiences with onboarding in our organization. As part of our new On Boarding process, the HR department has taken over the hiring journey from the time right after the candidate has been interviewed by a manager until their first day of work. This initiative has improved the time between interviews and the first day of work by up to four weeks.
- An Interactive eight week Indigenous Cultural Safety Training program was completed by key SJHC employees as well as myself as part of our Cultural and Diversity Plan. This training was offered through an initiative of the NE LHIN as an opportunity to better understand the history of Aboriginal people and the legacy of residential schools and to learn approaches to deliver health services in a culturally safe manner. The cultural safety training for health service providers is a recommendation within the Truth and Reconciliation

Commission report, Ontario's First Nations Health Action Plan and the North East LHIN Aboriginal Health Care Reconciliation Action Plan.

- National Volunteer Appreciation Month was the highlight in the Volunteer Services Department during the month of April. A dinner was held in their honour on April 25th at the Caruso Club. The well-attended event honoured special volunteers as highlighted in the Mission Spiritual and Religious Care Committee report.
- In May 2017, 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 over \$1400.00 for this event

Optimize Resources

SJHC, as accountable stewards of the resources available, were able to maintain a balanced budget and maximize efficiencies within the organization. A few highlights of this year include:

- KPMG, our newly hired auditors for SJHC, completed all the audits and financial statement for each of our organizations. The transition from our previous auditors to our new auditors was a seamless one.
- A Value Stream Map (VSM) exercise was completed for the Accreditation process that will carry the process through the three year cycle from one accreditation visit until the next for each of our three operating entities.
- A Value Stream Mapping exercise was completed for our review of all organizational policy manuals and all organizational contracts. The exercise identified a LEAN process to ensure that all policies and contracts are reviewed within a timely manner. This is also a requirement of CARF.
- Our Corporate Services department is leading the introduction of a new document management system, M-Files. Initial training was completed and rolled out to managers and will be complete by the end of the year.

Engage Community

Ongoing collaboration continued with our community and system partners this year with the following key highlights.

- A new President of the St. Joseph's Auxiliary, Jackie Thoms was welcomed as we bid farewell to past President Nancy Hanwell who had been instrumental in keeping the Auxiliary functional these past 10 years.
- The Joseph's Foundation announced that they raised close to \$100,000 through this past year's Gala. Monies raised were dedicated towards new furnishings at SJV.
- Last year I reported on the introduction of new legislation through the Supreme Court of Canada that declared invalid the prohibition on physician assisted death (PAD). At that time 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 an update, Bill 84 - Medical Assistance in Dying Statute Law Amendment Act, 2017, was introduced and passed in Ontario on March 9, 2017. The legislation provides for:

- The requirement to notify the Coroner and the Coroner determines whether to investigate the death or not.
- Provincial immunity for “care providers” (ie facilities) and physicians and NPs who assisted in MAID;
- Provision that the fact a person received MAID cannot be invoked as a reason to deny a right or refuse a benefit; ie life insurance
- Requirement of the MoHLTC to establish a Care Co-ordination Service to assist patients and caregivers in accessing additional information and services for MAID and other end-of-life options;
- Excludes identifying information about clinicians and facilities from an application of FIPPA (freedom of information)

In response to the new legislation we have updated our internal guidance document on Requests for Medication Assistance in Dying and distributed to all staff. This is a living breathing document that will continue to change as the legislation and regulations evolve.

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 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.
- Staff with perfect summer attendance are personally thanked by their managers and provided with a \$25 gift card of their choosing.
- The continuance of resident and patient rounding at all facilities producing stop light reports and action plans for improvement.
- A “words that work” initiative was developed by the CBTM group aimed at providing our staff with guidance tools on responding to questions asked of them by family members, co-workers, and outside agencies. In addition to providing an overview at orientation, education through a presentation in our articulate education program was launched to all staff. The initiative was well received by all staff.
- Our AIM software program, which stands for “all ideas matter”, continued this year registering 100 submitted ideas of which 6 were approved and 46 were completed for 2016. 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.

As the year ends, we are confident that our achievements throughout 2016-2017 will position us well to continue to provide excellent patient and resident care and service to our community today and in the future.



Message from the President & CEO

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, 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 enhance its governance practices, review and embrace new legislative requirements and monitor key elements of the Board work plan. 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