

During this past year, St. Joseph's Health Centre made significant strides in meeting its final year objectives outlined in our 2015 -2018 three year strategic directions. These directions guide our decisions and priorities. We have made great strides in moving forward on these five directions, with a continuing emphasis on person centred care and engaging residents, family and staff in decision making at the villas.

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

Operationally, St. Joseph's Health Centre (SJHC) and both St. Joseph's Villa (SJV) and Villa St. Gabriel Villa (VSGV) continue to perform well. During the past year, our administrative staff demonstrated the organization's continued commitment to public accountability, performance reporting and community engagement. At the Villas we believe that creating a workplace where staff feels empowered will improve the resident experiences. This year, we continued our work on improving staffing and recruitment processes. These improvements are consistent with building trust, driving engagement, improving employee morale and supporting better decision-making and role clarity.

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 2018 siting a 3 year accreditation status.

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 signed between Autumnwood Community Care Inc. (AMLC), 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.
- In conjunction with the establishment of the Memorandum of Understanding, Laurentian University received Senate approval from its Board of Directors for the Creation of an Research Institute in Aging to be built on lands adjacent to the SJHC Village of Care in partnership with SJHC and AMLC.
- A partnership has been developed with Bruyère Continuing Care, one of the three Ministry of Health and Long-

Term Care approved Centres for Learning, Research and Innovation in Long-Term Care (CLRIs). Since November of 2015, St. Joseph's Health Centre has consistently engaged with the Bruyère CLRI and benefitted from a range of learning opportunities. St. Joseph's Health Centre has also contributed to the delivery of Bruyère CLRI initiatives through various forms of collaboration, including the sharing of knowledge and experiences. This partnership will allow St. Joseph's Health Centre to work with the Laurentian University Institute on Research in Aging and to participate in various research initiatives whereby we will then disperse the results and knowledge gained and put it into practice at our own facilities and share with our partners in the Northeast.

SJV and VSGV continued to focus its efforts on Residents First and delivering the right care to the right person at the right time. In doing so, below are highlights of how we focused our efforts this past year.

- Summer Excursions occurred at SJV whereby a group of 6 residents attended a day trip to Killarney for Fish and Chips in July. In August a total of 37 residents attended 2 separate trips on the William Ramsey Cruise boat courtesy of fundraising completed by the SJV Recreation Committee and Life Enrichment Department.
- Both SJV and VSGV announced their Make a Wish winners in August. The SJV recipient was treated to an afternoon of shopping and lunch on August 17th. The VSGV resident also enjoyed a day of shopping with family and a nice dinner at a restaurant of her choice to finish off the day.
- The SJV Volunteer Services Department established a Volunteer resource in response to Gardenway resident neighbourhood requests for 'Fidget Activity Blankets'. Approximately 25 were handmade and donated by St. Alexander's Parish in Chelmsford and Dianne Myer. Half were labelled and distributed in response to direct referrals and the other half were provided to the LEA staff in this area for residents who exhibit behavioral response.
- VSGV has secured a Denturist to service resident denture needs. The Denturist is able to visit residents in the privacy of their own room and provide a timely return of service of repairs and adjustments from their office located in Hanmer.

Lead in Quality and Safety

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

- SJHC was honoured by the Advanced Gerontological Education Centre with the "Gentle Persuasion Approaches (GPA) Leadership Excellence in Person-Centred Care" Award and was one of 4 organizations in Canada to earn the award "with distinction".
- SJHC worked with Siteimprove and our internal website working group to ensure that our website was compliant with the Guidelines set out in the Web Content Accessibility Guidelines (WCAG). This is to meet the legislation under the *Accessibility for Ontarians with Disabilities Act* (AODA). There are three levels of compliance, A, AA and AAA. Our website needed to reach Level A compliance by January 1, 2018 and we successfully met this target. The next target is AA compliance which has a target date of 2022.

- A new name tag format was rolled out to all staff this year. The redesign included a much larger font with the focus on the staff name and position. The staff photo moved to the back of the tag creating a more simplified look. This was done in support of enhancing our provision of dementia care.

At the Villas, the following initiatives were taken to enhance the quality and safety experiences of our residents and staff:

- SJV transitioned to safety engineered needles for tuberculin needles reducing the likelihood of any needle stick injuries.
- SJV rolled out a dedicated treatment cart that will lean the process for retrieving supplies for treatments from various locations. Registered staff are now able to
 - complete wound dressing changes using a dedicated cart
 - complete assessments and chart at the bedside, and
 - keep wound supplies in a secured cart.
- As subject matter experts related to health care consent and advanced care planning, both of our Villa Social Workers attended a full-day workshop in Toronto aimed at identifying best practices to be used as the basis for a research project to evaluate the impact on resident outcomes when best practices are employed. By participating, our organizations have an opportunity to submit an application to participate in the research project in either the intervention group or the control group. Jennifer Gosselin, SJV Social Worker, was named the “Regional Champion for Advanced Care Planning, Goals of Care and Health Care Consent for Hospice Palliative Care Ontario”.
- The clinical services team made changes to the process for providing education on Gentle Persuasive Approaches (GPA) to existing and new staff. The process for new hires has been revised to include an additional day of general orientation where the full-day GPA program will be provided to any new staff that is not already certified.
- SJV and VSGV each conducted a code red exercise with the Greater Sudbury Fire Service. This annual exercise is held to ensure that our organization meets the requirements of the Ontario Fire Marshall’s Office related to evacuation using night-shift staffing. Both facilities performed exceptionally well and passed the exercise with flying colours.
- In December, community schools and organizations in Chelmsford and Sudbury visited the residents at VSGV and SJV to spread Christmas cheer. Events include caroling, window painting, and Christmas decorating. The St. Joseph’s Auxiliary donated small gifts that were handed out to our residents on Christmas day.
- VSGV and SJV introduced a new fluid thickener to thicken fluids as required by the plan of care. The new thickener provides those residents requiring a texture modification to their fluids, a more consistent and palatable experience, further enhancing their dining experience at meal service, medication administration, and nourishment pass.

- The SJV Food Services Manager and SJV/VSGV Dietician attended a conference on IDDSI (International Dysphagia Diet Standardization initiative). This new framework is intended to be introduced by 2019. The frame work defines the levels for texture modified diets and thickeners fluids for residents with dysphagia. The SJV Food Services Manager was selected to be the regional Champion for our community. She will be providing education to other health care facilities in our region.

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 20th. I met with all staff at each site on each shift to discuss the following quote from the CHAC document entitled Catholic Health Care: A Ministry, A Mission, A Movement: “At the heart of Catholic health care is a deep respect for the intrinsic value and dignity of every human being and an unwavering commitment to serving all people, from all backgrounds and faiths- especially societies most 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.
- In January SJHC partnered with Venngo “Workperks” to offer staff a way in which to get discounts on a variety of items and services that they buy or use. Discounts are offered on things such as clothing, fitness, dining and entertainment to name a few.
- In an effort to streamline services to create efficiencies within the organization, LEAN training was provided to staff. SJHC now has 25 additional staff Yellow belt certified and 12 more staff are working on completing their Green belt certification.

At the Villas some of the highlights of this strategic direction include:

- The SJV Life Enrichment Department hosted the annual Christmas Bazaar on December 9th that brought in just under \$2500.00 to go towards the Recreation Committee Fund. Residents and LEA staff worked diligently during the fall months on a number of craft, baking and preserve projects to make the annual event another success.
- Arrangements were made for four separate dates with the Sudbury District Health Unit to come to SJV and VSGV to provide Food Handlers Education, at half of the cost, to all staff and volunteers that require updated certification.
- Numerous hours this year were spend on brainstorming temporary and permanent solutions to meet the current PSW shortage at each of our long-term care homes. From these sessions came the development of the PSW Pilot Project with College Boreal to train and certify other health care disciplines to work as PSWs. Work continues at the CEO office in regard to the pilot PSW project and this issue has escalated to a provincial political level.

Optimize Resources

SJHC, as accountable stewards of the resources available, were able to maintain a balanced budget and maximize efficiencies within the organization. This year SJHC took advantage of its membership with the Northern Supply Chain (NSC). To date the organization has signed contracts for Actuarial Services which will save the organization \$ 19,000 over three years, 3rd Party Distribution for Medical Supplies and Pharmacy Fridges. We are in the process of evaluating Health and Welfare benefits, Insurance, Linen, and Pest Control services. The MOHLTC is putting pressure on hospitals to become members of a supply chain in order to reduce costs. Our membership covers all of our facilities.

At the Villas, a few highlights of this year include:

- In 2017, the hiring of a summer student during for the Life Enrichment Departments at both SJV and VSGV through the successful securement of a grant through Grants Ontario.
- VSGV experienced an increase in CMI funding this year. As a result 4 full time evening positions were created in each of the 4 neighbourhoods. The part time shifts associated with these new positions have also increased in hours from 22.5 to 30 hour shifts bi-weekly. This will enhance the level of care provided to residents in each unit.
- The Villas each resigned updates to their respective 2018-2019 L-SAA's. This updated document replaces the previously signed 2016-2019 L-SAA's. The changes to the 2018-2019 agreement were to ensure alignment with the recent legislative changes necessitated by the Patients First Act.

Engage Community

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

- The St. Joseph's Auxiliary had a successful year in 2017 remaining fiscally sound with a profit at the end of the year.
- The Chip in for Charity golf tournament held in August raised \$35,000. Thank you to Schuster Boyd McDonald for hosting a successful event. As a result VSGV was able to complete the replacement of the remaining 64 mattresses in the Whitson and Vermillion neighbourhoods. VSGV was able to replace all 128 mattresses by virtue of the generous allocation of proceeds from the Chip in for Charity golf tournament.
- The Joseph's Foundation raised close to \$65,000 through this past year's Gala. Monies raised were dedicated towards SJCCC to enhance accessibility for their patients to build their confidence to embark on their rehabilitative journey to return home.
- The VP Clinical Services was approached by a professor/researcher at Laurentian University with an invitation to participate in a research project. The proposed project would involve evaluating the impact of an

intergenerational program on the literacy level of children from the Laurentian University daycare. The proposal has been submitted for funding and we are awaiting a response.

- A successful Volunteer Appreciation Night at held at the Caruso Club with over 100 participates in attendance. A huge thank you goes to our dedicated volunteers.

The following collaborations for this year are highlighted for the Villas:

- Thanks to a \$1000.00 donation to the SJV Life Enrichment Department from a Union Gas community volunteer initiative, the “Memory Lane” project in Garden Way became a reality. The Garden Way neighborhood SJV’s dementia unit now boasts a collection of 20 historic pictures of the Sudbury area that these residents are able to stop and view along their daily walks. The pictures provide a sense of comfort and nostalgia, but more importantly an opportunity for the resident themselves to engage in reminiscence by viewing and reading the captions associated with each picture. In addition to Union Gas, the Programs Coordinator also worked with local historian Ray Thoms who generously donated his time and his photographs towards the project.
- The Life Enrichment Department at both Villas is funding a new outreach program offered by Science North. Science North offers a variety of outreach including: Live animals and Virtual Reality tours whereby the Science North staff take residents on a tour of places found all over the world. There are 30 headsets to accommodate large groups.
- The residents of both Villas were very fortunate this past holiday season with a number of residents receiving special gifts from a variety of internal and external community sources including:
 - *For Senior’s Only* – Owner Peter Shuparski coordinated with the Villas’ Social Worker and community partners to purchase gifts for residents in need or residents who would not be receiving a Christmas gift on Christmas morning.
 - *Special Needs Fund* – Additional resident gifts were purchased using the Special needs fund. The special needs fund includes money raised from staff 50/50 draw, of which 40% of the money is designated to the Special Needs fund, as well as direct donations to the fund.
 - *SJHC Auxiliary* – For the first time in over 5 years, the newly configured SJHC Auxiliary had enough funds to purchase ornaments for every resident at both Villas. These beautiful ornaments were delivered by the LEAs and Santa Claus on Christmas morning.

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, SJV and VSGV 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 rounding at all facilities producing stop light reports and action plans for improvement.
- Our AIM software program, which stands for “All Ideas Matter”, continued this year registering 96 submitted ideas from staff of which 15 were approved and 29 were completed for 2017. 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:

- Embarking on a culture and diversity survey with all staff to be analyzed by the Caring Beyond the Moment Steering Committee to identify where the gaps are in our implementation of our culture initiative.
- 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 2017-2018 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, 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 committee members 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. Paul Marleau, 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