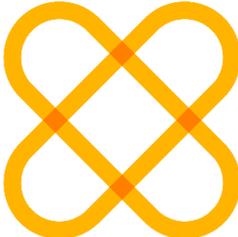


# 2020

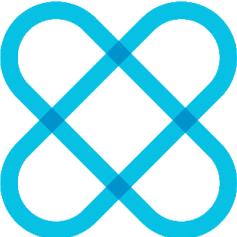
## Annual Report



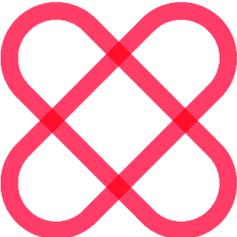
Leading



Learning



Building



Caring

## President's Message



**Carolyn Gosse**  
President

As I reflect on the past year, I think of the many ways we have changed how we deliver care to patients in the community, and how our role as community providers in the broader health care system is more critical than ever. It has never been more important that community-based organizations such as ours are able to step up and be seen as leaders in healthcare. The home care sector must be considered as an integral part of the “solution” to ensure safe, high quality care for our patients/clients in our communities in the future.

St. Joseph's Home Care is uniquely positioned to be successful in this task; we deliver care across a wide variety of programs such as the Visiting Nursing Program, Community Support-Neighbourhood Models & Supportive Housing, and Integrated Comprehensive Care (ICC) Program

Having developed extensive expertise in providing integrated care through the Integrated Comprehensive Care (ICC) Program, we are able to deliver on our promise of integrated care, “One Team, One Record, One Number to Call”.

As we look to the future of community-based health care, we will be guided by our new strategic plan, which was launched November 4th, 2019. Our strategic plan was developed with extensive and meaningful engagement of our front-line staff, patients/clients, caregivers and other health system partners. We also collaborated with our St. Joseph's Healthcare Hamilton and St. Joseph's Villa teams to ensure a focus on integrated care.

Being a relatively small organization can be challenging at times, but it has offered a very unique opportunity to be flexible, nimble and innovative. We are able to move quickly to adapt to the needs of our patients/clients as health system and community partners in care. This has been so critical as we have adjusted to the new normal of the COVID-19 Pandemic. We've had to quickly adjust to how we care for patients safely in the community, protecting our staff as well as our clients who need our support. Introducing virtual visits in the Visiting Nursing Program is a great example of the accelerated innovation that occurred because of the pandemic. Our Food Services Program also stepped up to the challenges of COVID 19 by rapidly implementing a meal delivery service for isolated seniors. Staff offer meals that are healthy and comforting to help our seniors through these challenging times. These initiatives were successful solely because our team was eager to care for clients in the safest way possible, ensuring no one gets left behind.

In addition to our front-line staff, our corporate support teams were also integral to dealing with the Pandemic. They ensured access to critically important personal protective equipment, responded to our client calls, and quickly adapted to working remotely from home while still delivering on the core functions of our organizations.

Other SJHC highlights from 2019/2020 include continued growth of our ICC Program, expanding to all patients with a planned surgery at St. Joseph's Healthcare Hamilton, and providing integrated wrap around care for patients who need support after being discharged from the Emergency Department, and the expansion of our Transitional Bed Program and Supportive Housing programs

Providing services such as community support, assisted living, home maintenance, visiting nursing, integrated care from hospital to home, and food services creates a greater impact in the health care sector. The community support services and the home care services that we provide reinforces the organizations' commitment to promoting independence and autonomy for many in the Hamilton Niagara Haldimand Brant region.

To our staff, thank you for your steadfast commitment to the care of our patients and clients; for your flexibility in managing the rapidly changing landscape of how we provide care.

Carolyn



## A note from St. Joseph's Healthcare Hamilton



**Melissa Farrell**  
President

This has been an extraordinary year that has tested many of us. It has also showcased the extraordinary commitment expressed by St. Joseph's Home Care staff, providers and leaders to their clients. It is clear that our team takes pride in their work and organization, and I in turn find them to be a great source of inspiration.

This is my first year as President, and I was fortunate to be introduced to the work of St. Joseph's Home Care before the COVID-19 pandemic began, when I could witness in person the very intimate and personal care provided to each client.

Our healthcare workers are welcomed into homes where they adeptly navigate the special elements that make up each person's unique life. They meet, and interact with care partners and family members. They respond to accessibility needs, work through transportation challenges, complex paperwork and differing equipment needs. And they do this with grace, offering dignity and understanding for each individual being cared for. This is truly a gift for so many clients who want to stay in their own homes but would otherwise need to be cared for elsewhere.

In November of 2019, St. Joseph's Home Care, St. Joseph's Villa and St. Joseph's Healthcare Hamilton developed and launched comprehensive strategic plans – through extensive consultation, and in coordination with each other. This provides us with a roadmap for the next five years and importantly, align our three organizations toward a common vision and set of priorities.

As we all pivoted to address the COVID-19 pandemic, we saw and experienced great pressures on our health care and social support systems, as well as our organizations' ability to adapt rapidly. It's forced us to focus on what is most important, and tested us on whether or not we were heading in the right direction when we developed those strategic plans.

I believe that we are on the right track and this was very evident during the peak of the pandemic. The investments we made in new models of care – particularly Integrated Comprehensive Care (ICC) – and partnerships we strengthened to build community capacity, were instrumental in our ability to quickly and effectively support our communities. Now, as we have started to resume surgeries and other services, we have confidence that patients will be able to safely recover at home when their care at the hospital ends. This has a significant impact on our hospital's ability to manage having enough beds to support current needs and potential surges in COVID-19 patients in the future, and, importantly caring for the broader needs of our patients safely. It is worth mentioning that we are not attempting these new models of care for the first time. We are building on the strengths and partnerships we have established between organizations over the years, rapid knowledge sharing and the support we provide each other.

Looking forward – our strategic plan will continue to guide us, we will continue to compassionately and expertly respond to the needs of our community, and we will continue to be innovative, creating future models of care together.

The healthcare workers of St. Joseph's Home Care provide an integrated, high-quality care experience. I've seen how truly grateful people feel for experiencing that care. On behalf of our partner organizations, we encourage St. Joseph's Home Care to continue the incredible and inspiring work.

Melissa





## A message from St. Joseph's Health System

This year, we've all experienced unprecedented changes to our daily lives, at home and work brought about by COVID-19. During this historical moment in time, St. Joseph's Health System's (SJHS) care for the people we are privileged to serve has made a tremendous impact across our Region and Provincially.

COVID-19 opened our eyes in so many ways to the challenges that exist within our health care system and beyond. This pandemic has targeted the most vulnerable amongst us, including our elderly, those living in congregate settings, minorities, those with lower socioeconomic status and migrant workers. The mission of St. Joseph's Health System impels us to be attentive to those most in need.

In addition to the commitment by our member and partner organizations across SJHS, many members of our team have been very active in leadership roles at both the provincial and regional levels in Ontario's COVID-19 pandemic response. St. Joseph's Health System's strength and expertise across the continuum of care is highly respected and well recognized by the province. We continue to assist with shaping Ontario's response as we move forward together through this global pandemic.

SJHS was one of the first participants in the province to test all of our staff and residents in long-term care (LTC) and retirement homes. Our scientists, researchers and partners made ground-breaking discoveries to increase Ontario's COVID-19 testing capacity by fourfold.

Our virtual care program has ramped up phenomenally. We are connecting specialist care in LTC and home care while offering thousands of patients access to their care teams from the comfort of their homes. SJHS organizations participated in the Personal Protection Equipment (PPE) control table committee and the scientific table that researched and validated non-traditional PPE options, including reprocessing.

SJHS hospitals are participating in the Long-Term Care Incident Management Structure. This structure supports the Ministry of Health and the Ministry of Long-Term Care on how to continue mitigating future outbreaks in long-term care. This work and our feedback have also helped inform current system barriers that will hopefully inform the transformation agenda.

It is through the support, leadership and contribution of our member Organizations and Foundations that we are able to consistently move toward our goal of improving care and inspiring discovery through education and research.

As we emerge from this pandemic, it is our hope and prayer that we will not return to the "comfortable" way of yesterday. Rather, it is up to us to take up the challenge COVID-19 has presented and use our learnings to shape a new paradigm for the care of the "dear neighbour".

We extend our thanks and gratitude to all who so generously support SJHS member Organizations and Foundations.

With gratitude,

Sister Anne Anderson  
Chair, St. Joseph's Health System

Dr. Thomas Stewart  
President & CEO, St. Joseph's Health System



## Board of Directors



Adriaan Korstanje, Chair



Lyn McNeill, Vice-Chair



David Tonin, Treasurer



Barbara Beaudoin



Lee Clayton



Catherine Olsiak



Leo Perri

### Our Mission

Living the Legacy: Compassionate Care. Faith. Discovery.

Every day the people who work at St. Joseph's Home Care live this mission in pursuit of our vision.

### Our Vision

"On behalf of those we are privileged to serve, we will deliver an integrated, high-quality care experience, pursue and share knowledge, and respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions."

We commit ourselves to demonstrate in all that we undertake - the values instilled in our organization by the Sisters of St. Joseph of Hamilton.

### Our Values:

Dignity. Respect. Service. Justice. Responsibility. Enquiry.



# Strategic Plan



## Leaders in Integrated Care

We will be provincial leaders in the delivery of coordinated and integrated home care services.

### 2025 Vision

- Patients experience seamless transitions throughout their care journey
- We will be a lead agency within the bundled funding care delivery model
- Continue to provide provincial leadership in integrated care
- We will expand our business development capabilities to allow us to reinvest back into the organization and better serve our community

### 2020 Planned Initiatives

- Expand community care coordination & system navigation services
- Support the development of a Home Care lead agency model which aligns with future Ontario Health Teams (OHT) and Integrated Comprehensive Care (ICC) strategies
- Align Home care service delivery with Primary Care Teams and Longitudinal Care Model with a focus on mental health and seniors with multiple comorbidities
- Build organizational business development capacity
  - Expand private pay options
  - Complete market research to assess our client needs and expand required community and supportive fee for services offerings.

### 2020 Accomplishments

#### Expanding Community Care Coordination:

- ✓ Coordinate community-based care for discharged hospital patients to increase hospital COVID-19 capacity
- ✓ Partners In COVID member, supporting the residents of congregate setting in the community.

#### Home Care as Lead Agency:

- ✓ Provided home care leadership and actively engaged in the Year 1 Ontario Health Team Workplan

#### Home Care Service Delivery Alignment:

- ✓ Recognized thought leader in provincial level discussion re optimizing models of integrated and virtual care delivery

#### Business Development:

- ✓ Partners in establishing the Center for Integrated Care which provides consultative support for community care partners across the province





## Responding to our Clients, Caregivers and Community

We will develop innovative, state of the art programs to meet the needs defined by our Clients, caregivers & community.

### 2025 Vision

- St. Joseph's Home Care (SJHC) will be a leader in community healthcare providing excellent patient and caregiver services utilizing an innovative approach
- SJHC programs will be specialized to address the needs of our clients, caregivers and community
- SJHC will be recognized as provincial leaders in virtual care

### 2020 Planned Initiatives

Partnering with clients, caregivers & community SJHC will;

- Expand virtual care into additional care paths
- Apply the Integrated Comprehensive Care (ICC) model of care in other areas / populations. (e.g. Palliative Care, Mental Health)
- Offer all allied health services to all of our programs
- Establish a formal client and caregiver partnership strategy

### 2020 Accomplishments

#### Virtual Care:

- ✓ Member of Local Health Integration Network (LHIN) Wound Care Pathway redesign process
- ✓ Increased the volume of Virtual Care Visits - Visiting Nursing and Integrated Comprehensive Care (ICC) programs

#### Expand ICC Model:

- ✓ Increased the delivery of community-based care for additional Surgical Care pathways.
- ✓ Emergency Department (ED) admission avoidance pilot project completed

#### Client and Caregiver Partnerships:

- ✓ Strategy for increasing participation of patient and family partners on committees and program development.
- ✓ Patient and family advisor role at the board level





## An Inspiring Place to Work and Learn

Our people are the heart of our organization. Together we learn, grow and do extraordinary work to make a positive difference in the lives of those

### 2025 Vision

- We will become the employer of choice in our sector for applicants
- We will work together to build high levels of engagement that ensure our people experience meaning, purpose and pride in their work
- We will support the development of our people to innovate, seek new knowledge, provide compassionate care, and professional growth

### 2020 Planned Initiatives

- Recruit the Best People / Support Current Students and New Graduates - Support RN/RPN/PSW current students and new graduates in gaining practical exposure to community and home care clinical activities, and to influence education content to include increased community care information
- Employee Engagement - We will work together to build high levels of positive employee engagement, ensuring our people experience meaning, purpose and pride in their work
- People Development - Provide a comprehensive annual re-training program to promote on-going updating of knowledge, skills and abilities. Provide new continuing education and/or work opportunities to promote staff excellence, skills improvement and general professional development

### 2020 Accomplishments

#### Recruit the Best People:

- ✓ Working with educational institutions to increase the number of student placements

#### Employee Engagement:

- ✓ Completed Employee Engagement Survey
- ✓ Actively engaging with our teams to effectively support our frontline in our rapidly changing healthcare system

#### People Development:

Launched initiatives focused on;

- ✓ Leadership development
- ✓ Streamlining orientation programs
- ✓ Enhanced education for all staff, such as COVID-19 Personal Protection Equipment (PPE)





We will provide services through operational excellence that is delivered with compassion, dignity and respect for each person we serve.

### 2025 Vision

- We will develop programs using evidenced based care to serve our community and improve health outcomes
- We will provide excellent clinical guidance and support for our staff to improve their care delivery experience

### 2020 Planned Initiatives

Establish a Care and Wellness Hub that includes a comprehensive range of health care professionals, day program and care coordination. For example: PACE (Program of All- Inclusive Care for the Elderly).

- Provide support to staff by expanding clinical resources such as system navigation experts, preceptors and additional nurse educators

### 2020 Accomplishments

#### Care and Wellness Hub:

- ✓ A wellness hub wraps needed services around clients where they live
- ✓ Planning for expansion of this model is in progress

#### Expand Clinical Resources:

- ✓ Expanded the Transitional Beds, and Supportive Housing Program
- ✓ Cross trained clinical staff to support all St. Joseph's Home Care (SJHC) programs and Partners In COVID



## 2019/2020 Quality Improvement Plan

Safety Priority	Measurement Process	Target	Result/ Change
Caregiver Satisfaction	Ensure caregiver satisfaction within the new Behavioral Support Unit (Specialty Unit)	90%	 14%
Patient & Staff Safety	All Integrated Comprehensive Care (ICC) patients who are enrolled in one of the ICC programs will have a home safety assessment completed.	90%	 57%
Infection Prevention	The rate of peritonitis in patients receiving peritoneal dialysis will not increase as program expands.	.18 - .20	 .08%
Improve Transitions	Reduce the number of missed visits in visiting nursing program to meet the Local Health Integration Network (LHIN) target.	.055%	 .045%

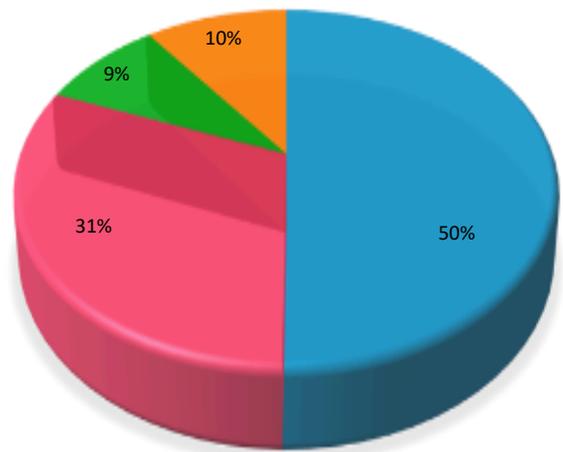
## 2019/2020 Financial & Statistical Information

### Our Employees

- 332** Total Number of Employees
- 244** Front Line Employees: RN/RPN/PSW
- 102** Long Standing Employees (10+ Years)

### Funding

Total funding for fiscal 2019/2020:



- Nursing
- Local Health Integration Network (LHIN)
- Community
- Institutional & Other

Program	Clients Served	Service Units
Visiting Nursing	2799	101,268
ICC	2753	51634
Supportive Housing	515	99,231
Community Supports	832	17,710



# Visiting Nursing Program

## Virtual Visits

The COVID-19 Pandemic provided new opportunities within the Visiting Nursing Program. Working with our community partners at the Local Health Integration Network (LHIN), St. Joseph's Home Care (SJHC) implemented Virtual Visits for many of our patients and clients. This allowed patients to receive care, while remaining safe in their homes with zero to minimal contact risk for our patients, and our employees.

This new concept was embraced by both our patients, and employees. Adapting processes developed by the Integrated Comprehensive Care Program, the Visiting Nursing Program successfully implemented a new virtual care model.

With the implementation of Virtual Visits;

- Nurses currently working remotely were able to complete Virtual Visits from their remote locations
- Virtual Visits were implemented for patients requiring minimal care, or with immunocompromised health challenges

As of March 2020, St. Joseph's Home Care Visiting Nursing has completed 115 Virtual Visits

## Wound Care Program

St. Joseph's Home Care Visiting Nursing Program identified Wound Care as a priority area of focus. We've implemented the following initiatives to ensure the best care possible for our clients:

- A highly skilled wound care specialist on our staff who provides client care & expertise on leading edge wound healing approaches for our clients.
- Leveraging our technology to include images of wounds within our patient's charts. These images over time, are instrumental in demonstrating wound healing progress.
- Virtual consultations are an important connection between our nurses, the wound care specialist and our physician partners.
- SJHC is just one of many service providers across the LHIN who are working on continually improving the wound care pathways for all community clients.



# Integrated Comprehensive Care Program (ICC)

ICC is an evidence-based Model of Care that supports patients with **One Team, One Record, One Number to Call, 24/7.**

Our focus is to make the patient experience as seamless as possible, while utilizing existing resources across the healthcare continuum, to deliver an integrated and comprehensive care experience.



**2925** Total # of ICC Clients

**169** Total # of ICC Dialysis Clients

**52564** Total # of Completed Visits

**10649** Total # of Phone Call/Virtual Visits

## Partnership with United Health Network (UHN)

In 2019, St. Joseph’s Home Care (SJHC) and UHN initiated the launch of the UHN Integrated Care Program:

### Successes To Date:

- 16 care paths implemented
- Over 500 patients served
- SJHC supports UHN by providing:
  - One number to call for UHN clients
  - SJHC nurses support on call for UHN
  - Live dashboard implemented for UHN to see program volumes and homecare utilization.

### Expansion of our ICC Program

- In the fall of 2019, SJHC collaborated with St. Joseph’s Healthcare Hamilton to expand our ICC program for all planned surgical streams from SJHH
- Helping avoid hospital admissions by supporting patients who return home after an emergency department visit

## Centre for Integrated Care (CIC)

Launched in 2019, the St. Joseph’s Health System (SJHS) Center for Integrated Care is a ‘practical hands-on’ resource for our SJHS members and strategic partners to help drive the development, adoption and evaluation of models of Integrated Care; with additional research, educational, advisory, quality improvement, performance management and partnership activity.

As a formal member of the Centre’s experienced advisory and coaching services team, St. Joseph’s Home Care collaborates with our SJHS members and partner with numerous healthcare providers to support their Integrated Care journey. Ongoing guidance is provided through our Community of Practice, educational resources, events, thought leadership, and collaborative publications.



# Community Support Services (CSS)

St. Joseph’s Home Care (SJHC) has a long history of providing personal care and support to clients in our community. Our Community Support Services division is comprised of sixteen programs, including

- Five assistive living and supportive housing care models
- A retirement home which operates a transitional bed, assistive living and specialty care unit
- Food services, which provides full meal service to residents and daily meal service to five adult day programs
- In home personal care
- Falls prevention support and education
- Home maintenance services
- Contracted personal support workers in three in-patient units at St. Joseph’s Healthcare Hamilton (SJHH)

During the COVID-19 pandemic, CSS opened three additional programs to assist our hospital partners with bed flow capacity. We added an additional six beds to our transitional bed program and a further six apartments in our First Place Supportive Housing Program.

As well, St. Joseph’s Home Care assisted in staffing the alternate health facility at St. Joseph’s Villa (SJVD), also assisting hospitals with bed flow pressures during the pandemic.

The partnerships between homecare, long-term care and hospitals embodies the spirit of the Sisters of St. Joseph and supports our communities.

## CSS Program Launch Timelines

1995	Wellington Terrace ALP & Cafe
2006	In Hospital PSWs
2007	Gwen Lee Supportive Housing
2008	Neighbourhood Model for Seniors at Risk
2009	Private Pay PSWs
2010	Safety at Home Falls Prevention Program
2011	Food Services to Adult Day Programs
2013	Park Street Hub
2013	First Place Transitional Bed Program
2013	Collaborative Care Model
2016	Community Connector
2017	First Place Supportive Housing
2019	First Place Specialty Care Unit
2020	Pandemic Support

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<span style="display: inline-block; width: 10px; height: 10px; background-color: #008000; border: 1px solid black;"></span> LHIN
<span style="display: inline-block; width: 10px; height: 10px; background-color: #800000; border: 1px solid black;"></span> Private Pay
<span style="display: inline-block; width: 10px; height: 10px; background-color: #FFA500; border: 1px solid black;"></span> Other

St. Joseph’s Home Care continues to grow and expand services. We have seen an increase in the number of seniors who need specialized care for mental health and addictions.

One of our successful partnerships in addressing this need has been between our First Place Supportive Housing program and the Hamilton’s Assertive Community Treatment Team (ACTT) which is part of the Mental Health and Addictions Services at St. Joseph’s Healthcare Hamilton (SJHH).

First Place Supportive Housing provides on-site personal support 24/7, meal plans and geared to income rent. ACTT serves people with complex physical, psychological and social needs due to severe mental illness (including schizophrenia, major depression and bipolar disorder).

Combining the efforts of both these teams has enabled St. Joseph’s Home Care to support clients in attaining valuable and meaningful roles in the community.



## Connect with us!

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[www.stjosephshomecare.ca](http://www.stjosephshomecare.ca)



[SJHCPresident@stjhc.ca](mailto:SJHCPresident@stjhc.ca)

## Our Services

### Community Support Services: Community & Marketed Services

- At Home Personal Care & Companionship
- Caregiver Relief and Respite Care
- Home Cleaning & Maintenance
- Food Services
- Supportive Housing at Gwen Lee, First Place,
- Park St., Wellington Terrace, Neighbourhood Model for Seniors at Risk
- Collaborative Care Model
- Retirement Home and Transitional Beds at First Place
- Private Personal Support Services
- Safety at Home Falls Prevention

### Home Care Services: Nursing & Integrated Comprehensive Care (ICC)

- Visiting Nursing
- Shift Nursing
- Private Duty Nursing
- Foot Care
- Integrated Comprehensive Care Program

### Corporate Services:

- Finance and Accounting
- Human Resources, Payroll and Health & Safety
- Quality
- I.T. and Operations
- Communications
- Site Leadership



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