



# 2021 ANNUAL REPORT

## A Note From St. Joseph's Home Care (SJHC) President



John Woods, President (Interim)  
St. Joseph's Home Care

The home care sector in Ontario has been hard hit by the shortages of staff affecting visiting nursing, community support services and integrated care. Our staff have stepped up to provide much needed care for the people we serve and that commitment has made a crucial contribution in an extraordinarily difficult time.

It is hard for me to fully express the sense of gratitude that I feel for the work of the St. Joseph's Home Care Team. It's been tough providing services with the constant pressure of insufficient time and resources. Hidden from public view there have been many moments in which home care staff have shown courage and teamwork in special ways. I feel so lucky to work with such brave and spirited people. Ultimately it has come down to the way we have cared about our clients and each other. This is what we have shared.

As we continue to work together next year, our biggest priority will be tackling our health human resources challenges, dealing with the fatigue and mental health challenges we face, and finding new ways to support each other and celebrate the spirit of our team. We are not alone in this work and have our friends in the St. Joseph's family of organizations and many excellent partners in the community. As a team we are leaders in trying new approaches that solve new challenges. We have precisely the attitude needed for a changing world and we continue to be admired for our innovations. The health care system needs us today and will continue to need our skill and expertise in the future. We are a precious resource and should feel proud of our work.

Our clients have never needed us more than they do today. What we do is so much more than a job. On behalf of the management team I would like to thank all the members of the St. Joseph's Home Care Team for their wonderful personal commitment to caring.

John

## A Message From St. Joseph's Healthcare Hamilton (SJHH)



Melissa Farrell, President  
St. Joseph's Healthcare Hamilton

The need for accessible healthcare has never been more important. The global pandemic has challenged the health care system to think outside the box to deliver the same high-quality care to our patients and the community. As an organization recognized for innovation, the call to action to create a health system beyond our walls was an invigorating opportunity.

A great example is St. Joseph's Home Care (SJHC) launch of COVID Care @ Home (CC@H) in November 2020. The first of its kind, this program brought reassurance and medical assessments to over 500 COVID+ patients in Niagara, Hamilton, Kitchener and Waterloo.

They were assessed and cared for right in their own homes. Many didn't need hospitalization, but our SJHC team delivered high-quality care for worried patients while freeing up acute care capacity within a heavily burdened health system. COVID Care @ Home team engaged with over 75 health system partners and family and patient advisors to design this model of care that demonstrates the power of integrated care and the success of working in partnerships. As an example, the CC@H program successfully introduced additional Home and Community Care Capacity in Hamilton, Niagara and Kitchener Waterloo – including forging new relationships with home and community care providers in the Kitchener Waterloo area.

This accomplishment came to life while facing unprecedented health system challenges during a global pandemic. It is an achievement that we will remember, share and talk about for decades as our legacy.

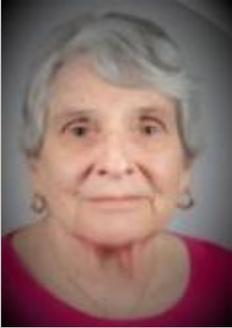
At the same time, you have been a strong and integral component of the continuing work of the Integrated Comprehensive Care program, ensuring smooth transitions from hospital to home.

It has been another extraordinary year, and our Home Care team has faced many difficult moments along the way. Staffing remains challenging, and the strain of being frontline workers during the prolonged pandemic, continuing waves, and rapid community spread of the Omicron variant, has taken its toll on stress and mental health. Know that we recognize your work, care about your struggles and will continue to support you.

I am so very proud of what you have accomplished through this time. It is truly an honour to be a part of the Home Care team that envisions an equitable health system for all, putting patients first. I thank each member of the St. Joseph's Home Care team for their tremendous success and their commitment to the mission of St. Joseph's Health System. Compassionate Care. Faith. Discovery.

Melissa

## A Message from The St. Joseph's Health System



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

During the past two years, our staff, clinicians, volunteers, and communities have endured enormous challenges due to the COVID-19 pandemic. We have been called to serve and care for one another in unprecedented ways.



Winnie Doyle  
Interim CEO & President

We have all endured loss. We have also made tremendous sacrifices. The pandemic has exposed longstanding inequities in our healthcare system created by racism, structural inequality as well as funding issues. It has shown us how critically important the social determinants of health are to building strong, healthy, vibrant and inclusive communities.

The pandemic has also connected us to St. Joseph's Health System's mission to live the legacy through compassionate care, faith and discovery like never before. For many it has rekindled why we work in health care. It has inspired the next generation of health care workers to continue this work.

Our member organizations have brought the legacy of the Sisters of St. Joseph to life particularly during this pandemic to show the impact of compassionate care embodied in the values of dignity, respect, service, justice, responsibility, and enquiry.

As we emerge from Wave 6, knowing we still are living with uncertainty, we are cautiously turning our hearts and minds to recovery. We are committed to building a stronger, more connected, and compassionate health system that is safe, welcoming and equitable for all. This is a once in a lifetime opportunity for transformation, innovation, and collaboration. St. Joseph's Health System is committed to being leaders in this work.

We are truly inspired by the personal commitment of our Home Care Team. Your deep investment in your clients and residents is an eloquent expression of your expertise and personal commitment.

Thank you!

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

Winnie Doyle, Interim President & CEO, St. Joseph's Health System

## A Note From Lynn McNeil, St. Joseph's Home Care (SJHC) Board Chair

The challenges of the pandemic have continued to impact our community, clients, patients and healthcare workers for yet another year. Throughout the pandemic St. Joseph's Home Care has continued to bring forward innovative programs and deliver excellent care and services with compassion and dedication.

Your tireless efforts to serve our community despite the toll of the pandemic is truly inspiring and is deeply reflective of the work of the Sisters of St. Joseph's.

As members of the SJHC Board of Governors, our role is to monitor organizational performance and provide guidance in areas of vision, strategy, mission and values in our community.

As we move forward into the pandemic recovery, know that your outstanding accomplishments, courage, dedication and compassion shines through in the care St. Joseph's Home Care brings to clients every day and that you are deeply appreciated.

Thank you, St. Joseph's Home Care Team  
Lynn

### St. Joseph's Home Care (SJHC) Board of Directors 2020/2021



Lynn McNeil  
Chair



Barbara Beaudoin  
Vice-Chair



David Tonin  
Treasurer



Leo Perri



Peter Szota



Bill Koonstra



Narash Agarwal

### 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.

# LIVING THE LEGACY: COMPASSIONATE CARE. FAITH. DISCOVERY.

Committed to Excellence.  
Dedicated to Discovery.



## Strategic Plan: Committed to Excellence. Dedicated to Discovery-2025 Vision

Working with our partners at SJVD and SJHH, collaborated on the development of our strategic plan. The plan was launched in November 2019 with operational plans and metrics.

During the pandemic, it became apparent that the strategic plan would require a refresh which was completed in the 1<sup>st</sup> Quarter of 2021/22. As of Spring 2022, SJHC is revisiting the operational plan and metrics to align with this refreshed plan.

### LEARNING

**Caring for our clients, caregivers & community through learning & innovation**

We will develop innovative, responsive programs to meet the needs defined by our clients, caregivers & community.

#### 2025 Vision

Leveraging strategic partnerships between our clients, the St. Joseph's Health System Center for Integrated Care, McMaster University & Mohawk College, we will:

- Be a leader in community healthcare providing excellent patient and caregiver services utilizing an innovative, responsive approach.
- Be recognized as community leaders and preferred partners in virtual care.
- Have programs specialized to address the needs of our clients, caregivers and community.

### CARING

**Excellent Care, Every Time**

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

#### 2025 Vision

- We will develop person centered programs based on home care and community support services sector knowledge to improve health and social outcomes for each person we serve.
- We will provide excellent clinical guidance and support for our staff to improve their care delivery experience.

### LEADING

**Leaders in Integrated Care**

St. Joseph's Home Care will be leaders in modernizing coordinated and integrated home and community care services.

#### 2025 Vision

In support of our mission and values, we will:

- Continue to provide leadership in integrated care with our partners across the St. Joseph's Health System and beyond.
- Ensure that patients experience seamless transitions throughout their care journey.
- Expand our business development opportunities to modernize and reinvest back into the organization and better serve our community.

### BUILDING

**An inspiring and inclusive place to work, learn and thrive**

Our people are the heart of our organization and their safety and wellness is paramount. Together we learn, grow, and support each other, to make a positive difference in the lives of those we serve.

#### 2025 Vision

- We will become the employer of choice in our sector.
- 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.
- We will build an organizational culture of equity, diversity and inclusion which recognizes and values the dignity and worth of all people

## KEEPING OUR PATIENTS SAFE

St. Joseph's Home Care adopts a Patient Safety Culture focus in all aspects of our business. We believe in a just culture approach where errors and threats to patient safety are seen as opportunities to learn about weaknesses in the system (rather than in individuals). Healthcare workers and patients/family members feel comfortable and motivated to report errors and threats to patients' safety. This information is used to learn and make improvements to the process.

St. Joseph's Home Care fosters an environment that is safe for clients and provides an effective tool for assessing client safety risks in the home. Staff will care for clients in a skillful, supportive and professional manner, utilizing the training and tools available to them. Management will investigate all reports of safety issues which put our clients at risk and analyze trends to identify focus areas for client safety.



### Client/Resident Safety Culture - Statement of Commitment

St. Joseph's Home Care adopts a Client/Resident Safety Culture focus in all aspects of our business. We believe in a just culture approach where errors and threats to Client/Resident safety are seen as opportunities to learn about weaknesses in the system (rather than in individuals) that need to be addressed. Healthcare workers, Client/Residents and family members feel comfortable and motivated to report errors and threats to Client/Residents' safety. This information is used to learn and make changes to the system to improve patient safety.

### Guiding Principles

Through Just Culture, we are living our St. Joseph's Mission, Vision and Values.

Our Guiding Principles are;

- We will be respectful in how we engage with those involved
- We will be transparent in the evaluation processes used
- We will hold our system, ourselves and others accountable
- We will learn from mistakes and close calls to improve safety and performance.

### Organizational Commitment

SJHC will provide the necessary resources, supports and tools to enable staff to become aware of, understand and apply the Just Culture Guiding Principles



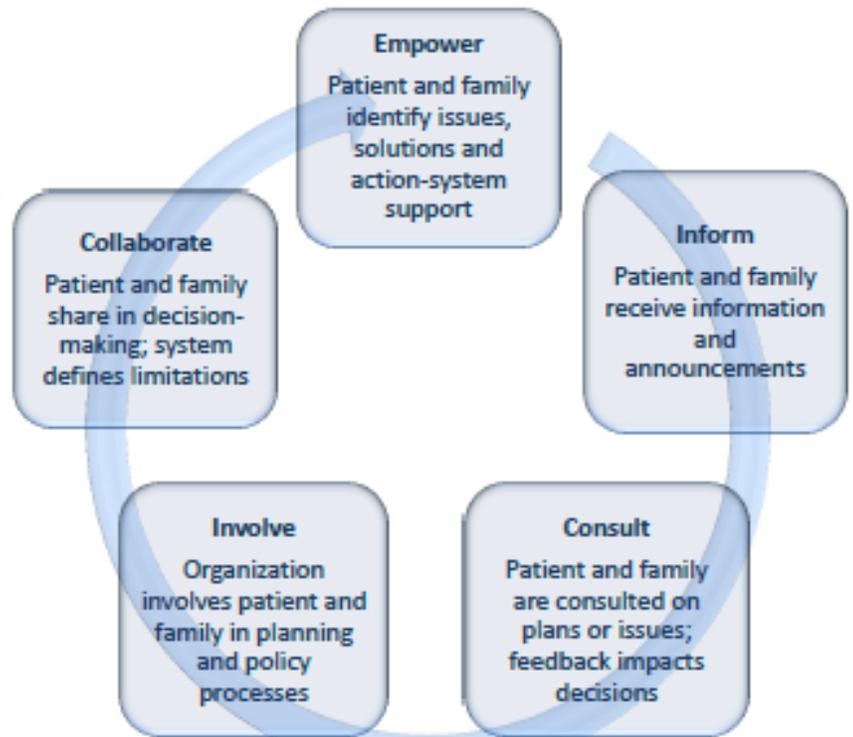
## CLIENT, FAMILY & CAREGIVER PARTNERSHIPS

St. Joseph's Home Care engages clients, family and caregivers throughout our programs. They are a devoted group of people who want to improve health services, provide important perspectives based on their experience and knowledge.

They have a direct impact across a wide range of home care activities, services and policies to improve the experience of client/family care at SJHC.

Various models of engagement are incorporated to best support the needs of the organization and the clients we serve.

We ensure that engagement is inclusive, equitable and accessible at all organizational and system levels.



Client, Family & Caregiver Model of Engagement

Clients, Family and Caregivers have participated in the following:

- Focus groups (Process & Practice)
- Quality Committee
- Client and Family Partnership Program
- Client Seal of Approval Program Measuring
- Client Satisfaction with Virtual Visits
- My Care Plan & Client Reference Documents
- Implementation of Complaints and Compliments Data Base

We can never be perfect, but our Client and Family Partners help us to continuously improve our care and services.

## WHY OUR TEAM MATTERS

“...I want you to know how much I appreciate the services provided to me by St. Joseph’s Home Care. Because of your staff, I am able to continue to live in my own apartment, somewhat independently. I am assisted with my personal care and light housekeeping, all at no cost! How incredible is that!! Whenever I need assistance with something, all it takes is a phone call to the office. It is priceless knowing that help is only a call away.

My regular support staff always treat me with respect and kindness. As I become more frail, I have been able to maintain my sense of dignity. I cannot overstate the importance of this. It also affords my children peace of mind, knowing that I am cared for, and cared about when they are not here.

I can only imagine how difficult the last couple of years have been for the staff. Please give my thanks to each and every one of them...”

“...I am treated with kindness and respect and always laughter. I look forward to my PSWs coming in the morning. No matter how down I am, they can turn me around and put a smile on my face.

I thank God everyday I decided to make this move. There is little sadness in my life, but a lot of laughter.

Many thanks to you all...”

“...Thank you from the bottom of our hearts for all the care and support you give each and every day! ...”

“The DREAM TEAM  
Happy, Helping,  
Kind, and Smiling  
Thank you”

“...a big "thank you" for how you stepped up and helped our mother in her last days here on earth. I KNOW beyond a shadow of a doubt that you were sent from God to help us in our time of need but also to help our mother in her last days. Thank you for all you do and all you are...”

## EQUITY, DIVERSITY & INCLUSION (EDI)

St. Joseph’s Home Care has embarked on an EDI Focused journey. Over the past 2 years an Equity, Diversity & Inclusion committee has been established, as well as a framework for the organization.

This is a journey we are sharing with all of the members of the St. Joseph’s Health System.

### St. Joseph’s Home Care EDI Council



Shamiso Matinyarare  
Safety at Home Coordinator



Kelsey Shaw  
Interim Supervisor  
First Place



Gideon Oku  
Program Assistant



Mary Onwuka  
RPN



Jackie MacDonald  
RPN



## THE SJHC HUMAN RESOURCES TEAM

Over this past year, the Human Resources Team has continued to make supporting our staff, managers, and organization their number one priority. The HR Team members have faced a unique set of COVID-19 challenges, with each person rising to the challenge of pivoting, shifting and learning new skills.

### Karen Hughes (Payroll)

Karen coordinated the various clinical wage incentives, and COVID-19 related increases in external reporting requirements. Karen helped the organization find positive solutions by providing large amounts of data and information which lead to better overall decision making.



### Amy Pickernell (Benefits & Accommodations)

Amy gained first-hand view of the strain that pandemic related work-loads had on our staff. She supported people through these demanding times by showing compassion, care and understanding. Amy helped the organization with long-term retention efforts by assisting our staff when they needed it the most.



### Debora Misiti (Recruitment & Training)

Deb left no stone unturned in her tireless efforts to recruit new staff during a global labour shortage. She built many community connections, coordinated hiring incentive programs, removed barriers to employment, created unique marketing materials, and engaged in effective processes and data improvements. In her efforts to gain additional insight about what it means to work for SJHC, Deb also assisted in our 2022 Employee Engagement Survey processes.



### Michelle Hong (Occ Heath & Safety)

Michelle learned all that she could about what was needed to keep our staff safe. She effectively coordinated our PPE supplies, participated in provincial safety forums and now, as we find our path forward towards recovery, Michelle will play an important coordinating role with our Staff Wellness Program.



# 2021/2022 CARE IN THE COMMUNITY

## Community Support Services at St. Joseph's Home Care

Hamilton has one of the highest concentrations of urban poverty in Canada. Many of our programs are concentrated in the downtown core of Hamilton where our clients are impacted by the social determinants of health such as income, food security, social inclusion.

During the pandemic, the need for mission driven work and supporting those in need was great. Our staff worked tirelessly and creatively to ensure that our clients were safe and received care. This commitment is mission driven, and represents the values of SJHC.

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
2015	Collaborative Care Model
2016	Community Connector
2017	First Place Supportive Housing
2019	First Place Specialty Care Unit
2020	First Place Pandemic Support
2020	SJHH Satellite Health Facility Pandemic Support
2020	SJVD Alternate Health Facility Pandemic Support

### Five Supportive Housing Programs

- Wellington Terrace
- Gwen Lee
- Neighbourhood Model
- Park Street
- First Place

### First Place

Retirement home and Transitional Bed program

### Food Services Program

Provides meal service for adult day programs and individuals in Supportive Housing; as well as full meal services to residents at First Place Retirement Home, and Wellington Terrace Café Burlington

### In Home Personal Care Program

Approximately 116 clients in the community receive assistance with personal care such as bathing

### PSW Staff @ St. Joseph's Healthcare Hamilton & Satellite Health Facility

PSW Staff on three in-patient units at St. Joseph's Healthcare Hamilton, as well as the Satellite Health Facility

### Falls Prevention

The Falls Prevention Coordinator completes home safety falls assessments with clients and manages a subsidy program for safety devices such as grab bars

### Home Maintenance Program

Provides help to seniors in the community to source lawn care, housekeeping, snow removal and small household projects

## NURSING

### Student Placements and School Partnerships

St. Joseph's Home Care is a member of the St. Joseph's Hamilton Education Committee. This committee consists of members from hospital, long term care and community care.

The committee discusses new opportunity's for students, and integrated approaches to education. The committee supports the development of new student placements at SJHC and new affiliation agreements with nursing and medical schools in our region.

This allows us to offer more nursing and medical placements each year.

### SJHC Affiliations Agreements

- Mohawk College of Applied Arts & Technology
- McMaster University (Nursing & Medical)
- Brock University.

Additionally, SJHC has supported the program design for a new COPD elective for medical learners. The new elective allows medical students to shadow home care staff in patient homes to see how community care is delivered.

### ICC CHF/ COPD Virtual Care Expansion

SJHC participated in a virtual care pilot for our CHF/COPD Patient/Client Stream. This 4-month project will help inform future virtual care for patients in the community.

Over the past year, SJHC has been active in improving Clinical Support with process improvements, quality assurance projects, and pandemic response activities.

**With an experienced Leadership Team** in place, management has been diligently working towards improvements in nursing practice standards, recruitment and retention, education programs, and team building.

Funding for recruitment and retention was utilized by the frontline staff for various courses in Palliative Care, vascular access, and leadership skills and educational activities including student mentorship (nursing & non-nursing) in pre-graduate nursing preceptorships; medical student Social Medicine Experiences; and staff participation in various regional committees involving clinical practice.

## Educational Programs

- Clinical Ethics
- Risk Management
- 3M PICC Management and Supplies
- Becton Dickinson Port-a-Cath Care & Management
- Brant Paramedicine Community Supports
- 3M Negative Pressure Wound Therapy Devices
- Supply Ordering
- HCCSS Service Provider Report
- Chest Tubes & Drains
- Paramedics Providing Palliative Care
- Hand Hygiene
- CPR Recertification
- I.V. Certification Course
- Central Lines Education
- Peritoneal Dialysis Training

## CENTRE FOR INTEGRATED CARE (CIC)

The Centre for Integrated Care, or “CIC”, is an innovation Incubator and accelerator powered by the St. Joseph’s Health System (SJHS), the Research Institute of St. Joe's Hamilton, and the partners we work with.

We believe getting timely and adequate care should be less complicated: fewer steps, less confusion, less wasted effort, more sharing, and more time to spend with people. Integrated care means integrating people who provide care and the systems they use. We prefer practical and simple innovations that fit within existing resources. Our mission is to integrate systems and remove barriers to advance people-centered care.

Our hub includes patients, families/caregivers, care providers, health care leaders, researchers, educators, and technology experts who are united in one goal: to improve the delivery of health and social services for better outcomes..

We are committed to partnerships with patients, caregivers, providers, funders, and academic organizations to achieve our objectives and to enable the advancement of Integrated Care across Canada.



## CANADA'S LARGEST INTEGRATED CARE PROGRAM

St. Joseph’s Home Care and the CIC are integral partners in the development of new models of integrated care, with over 25,000 patients served, and over 35,000 Hospital bed days saved.

St. Joseph’s Home Care continues its proven track record of effectively implementing new Models of Integrated Care at scale, coaching multiple organizations, serving diverse clinical populations, driving value for health care dollars, and improving outcomes for patients.

## OUR CLIENTS

Visiting Nursing Program  
 40,957 Nursing Visits  
 1,409 Patients

Integrated Comprehensive  
 Care Program  
 44,489 Visits for 2,626 Patients

90,836 Days of Resident Care for 442  
 Residents/Clients Supportive Housing

15,604 Hours of Community  
 Support Services for 848 Clients

## CONTINUOUS QUALITY IMPROVEMENT

OVERALL CLIENT  
 SATISFACTION  
 (TARGET 90%)

**96%**

SATISFACTION IN  
 OVERALL CARE PLAN  
 (TARGET 90%)

**97%**

PATIENT SAFETY  
 FALLS PREVENTION  
 REPORTED FALLS  
 (TARGET: 90%)

**94.5%**

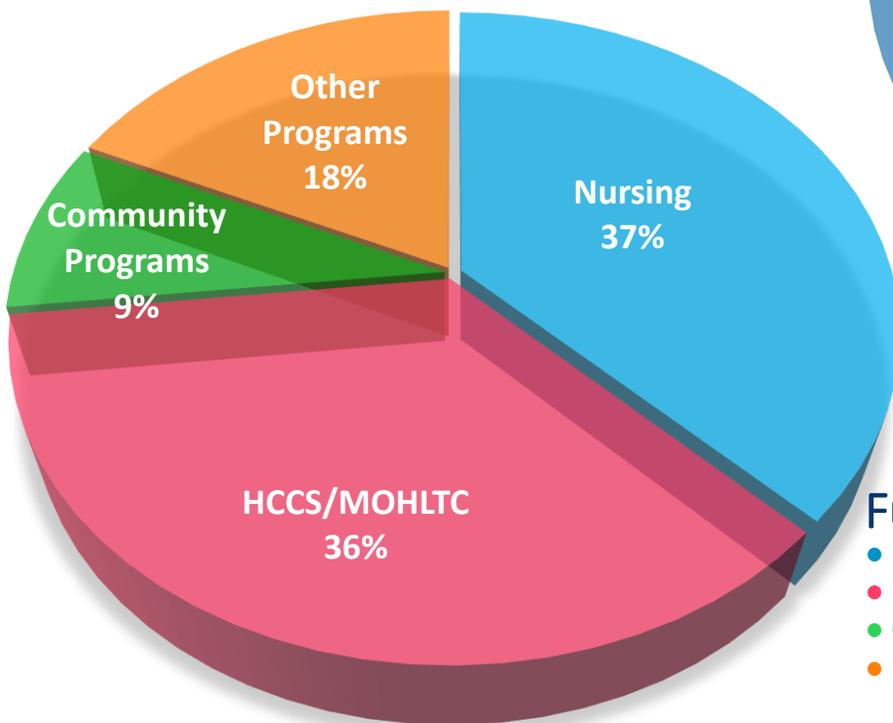
# OUR STAFF

**285** Staff

**233** Front-Line

**93** Long-Standing (10+ Years)

Hand Hygiene  
Compliance  
**99%**



## Funding 2021/2022

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

## OUR SERVICES

### Nursing Services

- Visiting Nursing
- Integrated Comprehensive Care Program
- COVID-19 Testing Support
- Shift Nursing
- Foot Care

### Community Support Services: Community & Marketed Services

- At Home Personal Support Services
- Home Maintenance
- Food Services
- Supportive Housing at Gwen Lee, First Place, Park Street, Wellington Terrace, and Neighbourhood Model (Seniors at Risk)
- Retirement Home and Transitional Beds at First Place
- Safety at Home Falls Prevention
- SJHC staffs several units within St. Joseph's Healthcare Hamilton

## CONNECT WITH US

St. Joseph's Home Care  
 170 Ogilvie Street, 2<sup>nd</sup> Floor  
 Dundas ON L9H 0C6  
 P: 905.522.6887  
 F: 905.522.5579  
[www.stjosephshomecare.ca](http://www.stjosephshomecare.ca)



[www.facebook.com/StJosephsHomeCare](https://www.facebook.com/StJosephsHomeCare)



[www.linkedin.com/company/st-joseph's-home-care](https://www.linkedin.com/company/st-joseph's-home-care)



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