



# CEO Report to the Board

May 25, 2022



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## 1.0 COVID-19 Developments

### Provincial and federal updates

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#### **Masking requirements continue in select indoor settings**

Ontario is [maintaining existing provincial masking requirements](#) in select higher-risk indoor settings until June 11, 2022. These settings include public transit, health care facilities, long term care homes, retirement homes, shelters, and [other locations](#). The provincial masking requirements was set to expire on April 27, 2022

#### **Additional easing of border measures**

Canada has further [eased border measures](#). Effective April 25, 2022, unvaccinated or partially vaccinated children ages 5-11 who are accompanied by a fully vaccinated parent or guardian no longer need a pre-entry COVID-19 test for entry to Canada. For fully vaccinated travellers, the need for a quarantine plan upon arrival is eliminated, as well as the need to do the following for 14 days after arrival: mask in public spaces; monitor and report if they develop symptoms; quarantine if another traveller in the same travel group exhibits signs or symptoms or tests positive; and maintain a list of close contacts and locations visited.

#### **Ontario invests additional \$1 billion in home care**

As part of the province's [Plan to Stay Open](#), the Ontario government is investing [\\$1 billion more over the next three years](#) to further expand home care. This funding builds on the \$548.5 million over three years to expand home care services that was announced in [Ontario's 2021 Fall Economic Statement](#).

### St. Joseph's COVID-19 Updates

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#### **Surgery wait times – an update**

As previously reported, St. Joseph's is working on various fronts to decrease wait times for surgery and the impact the various pandemic slowdowns have had on patients waiting for care. One area of focus is on surgery innovation looking at what procedures can be safely done in procedure rooms rather than operating rooms. The province's [Surgical Innovation Fund](#) is supporting this work. This proposal-based funding opportunity aims to help hospitals address barriers to surgeries that cannot be addressed by other existing hospital funding streams, including training for more operating room nurses, equipment and technology supports, and small capital projects to leverage existing spaces to provide additional operating room output.

St. Joseph's has received \$96,000 for training additional operating room nurses, and about \$351,00 to support staff education and the equipment necessary to move some procedures from the operating room into clinic procedure rooms.

Several surgical clinics are making good progress in procedure room innovation. For example, in the last quarter, the Breast Care Program was successful in transferring 26 patients out of the operating room to receive their breast procedure in the clinic procedure room. While this represents only 50 per cent of the proposed target, it is an accomplishment of the team to reach this level.

In the Urology Clinic, anesthesia is now providing support once a month for procedures done in the clinic, and in the Roth McFarlane Hand and Upper Limb Centre, five complex cases have been performed in a clinic procedure room in the last quarter. Considering the impacts of Directive 2 on non-urgent/non-emergent surgical and procedural activity for the first half of Q4, the achievements of our teams in surgical innovation have been substantial.

## 2.0 Strategy in Action

### Reaching Out

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#### **Transition of Homes for Special Care – an update**

On April 21, 2022, Ontario Health West approved the voluntary integration of St. Joseph's remaining Homes for Special Care program with Canadian Mental Health Association Thames Valley Addiction (CMHA TVAMHS). This important milestone signals the final phase of transition to the updated Community Homes for Opportunity model.

As background, St. Joseph's was asked by the Ministry of Health in 2018 to lead a provincial modernization of the program historically known as Homes for Special Care (HSC). At that time, it had been determined that the HSC program model, established in 1964 under the Homes for Special Care Act, required updating to meet the changing needs of the population.

The goal of modernization was to integrate the new program model, renamed Community Homes for Opportunity (CHO), into the community mental health and addictions supportive housing sector as part of the continuum of housing services.

Since the modernization work began, much has been accomplished. St. Joseph's staff have supported existing clients through the transition to the new CHO model and also played a key role in supporting the service delivery transition to multiple CMHA branches in the Thames Valley region, which have since integrated as CMHA TVAMHS.

The final phase of the transition to the CHO program model will occur over the next few months and, as such, remaining St. Joseph's HSC staff will also begin their own transitions. The official close-out of the former HSC program at St. Joseph's will be complete by August 25, 2022.

CMHA TVAMHS will continue its work within the CHO homes in our region to advance the provision of high-quality, supportive housing that enables tenants to meaningfully participate in their chosen community while receiving care closer to home. This includes the addition of two roles: registered nurses will support the physical and mental health needs of tenants and will also support CHO staff in the provision of care/support in each home; and residential service liaisons will be implemented to support CHO homeowners. Recruitment for these roles is now underway.

Ambulatory and outreach services for current CHO clients receiving mental health care through St. Joseph's will remain unchanged.

## Connecting care

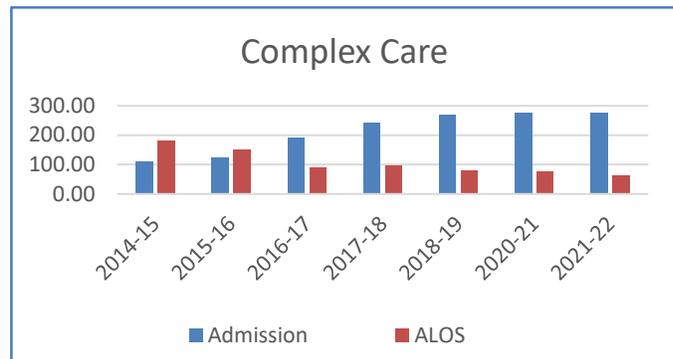
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### A shift in complex care

It has been five years since the Complex Care Program fully implemented the Rehabilitative Care Alliance (RCA) Bedded Definitions Framework. This foundational work shifted complex care services away from chronic care and integrated the service into the rehabilitation care continuum. A review of data shows a material shift in the patients served as reflected in the increase in admissions and a significant reduction in the average length of stay (ALOS).

This shift to a transitional restorative focus within the Complex Care Program has enabled increasing numbers of patients with complex medical conditions to return home following their hospitalization. In 2021-22, 63 per cent of our patients were discharged home with a further six percent transferring to Parkwood Institute's more intensive rehab programs prior to home discharge. Complex Care continues to provide residential services to approximately 12 to 15 patients who require intensive long-term support.

In 2022-2023, the Complex Care Program will formally evaluate the patient care needs to ensure there is ongoing alignment with the RCA framework as well as to provide data to inform and advocate for the funding shift required to meet these changing patient care needs.



### Resident and family newsletter launched

In response to feedback from resident and family satisfaction survey results, a COVID-19 update was created and sent out regularly to families and residents in the Veterans Care Program. With the overwhelming success of these regular electronic updates, the team has decided to continue distributing a monthly publication renamed the Veteran & Family Newsletter. This newsletter is intended to feature short updates and highlights of residents' experiences, with links to more information on the Veterans Care Program's webpages (currently being updated). In September 2022, the long-standing Vet Gazette, which has been a quarterly newsletter, will relaunch to be published twice a year aligned with the Tri-District meetings. It will include longer feature articles, quality improvement work and additional program-wide news.

## Innovating together

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### Novel therapeutic groups receive funding

Two inpatient care areas at Parkwood Institute Mental Health Care Building will be trialing innovative therapeutic groups that have received funding from the Internal Seed Fund 2022 Competition of Western University's Department of Psychiatry.

- Within the Geriatric Psychiatry Program inpatient units, geriatric psychiatrist Dr. Michele Doering and psychologist Dr. Serena Wong will pilot "A Novel Psychotherapeutic Group Intervention for Loneliness in Geriatric Psychiatry Inpatients." Loneliness is a key predictor of mortality in older adults. It is also a prominent risk factor for mental and physical illness in older adulthood. The objective of the project is to adapt, implement and evaluate an "Awareness, Courage and Love" group that targets social isolation in older adult psychiatry inpatients.

- Within the Treatment and Rehabilitation Program inpatient units, Dr. Wong will trial cognitive behaviour therapy for psychosis (CBTp) as part of the work of the Treatment and Rehabilitation Inpatient Quality Initiative. CBTp groups are a structured way of meeting the psychosocial needs of our patients and streamlines service delivery. Such groups for psychiatric inpatients have yielded promising results, including reductions in distress related to psychotic symptoms, fewer readmissions, and increases in self-efficacy. The project is also an exciting interprofessional initiative that may bring more knowledge and training to frontline staff about care for individuals with psychosis.

### **The power of care partners**

At the annual Parkwood Institute Research Day on April 21, 2022, where the theme was 'Better Together: The Power of Partnership', St. Joseph's Care Partnership Office presented "The Dynamics of Power and People for Purposeful Engagement". The breakout session aimed at helping participants understand how power is inherent to the concept of partnership, recognize the responsibility and accountability we have in our relationships with care partners, and identify and integrate intentional practices to develop partnerships within the spectrum of engagement. Four care partners contributed their stories and experiences, captured in video clips, to connect theory and the reality of intentional engagement.

Parkwood Institute Research Day hosted by Lawson Health Research Institute is a forum for highlighting research conducted by health care professionals, scientists, students, patients, and families at Parkwood Institute Research and affiliated research units working in areas of cognitive vitality and brain health, mobility and activity, and mental health. The event's keynote speaker was Jennifer Johannesen of Toronto, who writes, lectures and consults on health care practice and policy related to patient-centred care, patient engagement and partnership in research, and critical thinking in clinical practice.

## **Leveraging technology**

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### **OneChart – early warning nursing alerts for sepsis**

On April 20, 2022, Cerner's early warning nursing alerts for sepsis were introduced at St. Joseph's Hospital, Parkwood Institute Main Building and Parkwood Institute Mental Health Care Building. Sepsis is a life-threatening response to infection that can lead to tissue damage, organ failure and death, with a mortality rate of approximately 30 per cent in Canada. This module implements algorithms that allow for real-time surveillance and electronic alert notifications to support identification of patients at risk of sepsis. The module supports our nurses in the early detection of sepsis and clinical deterioration, leading to earlier interventions and improved patient outcomes.

## **Empowering people**

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### **New workplace opportunity for students with disabilities**

In 1996, [Project SEARCH](#), a school-to-work transition program, was launched at the Cincinnati Children's Hospital Medical Centre and has since grown to more than 600 work sites worldwide. It is a unique, 10-month program for young people with developmental or intellectual disabilities. The main objective is to prepare students for employment with job skills training through a combination of classroom instruction and hands-on career training.

In fall 2022, in partnership with the Thames Valley District School Board and Hutton House, St. Joseph's will welcome up to 10 student interns. These Interns will engage in targeted work experiences where they will learn specific, relevant and transferable job skills and build communication, teamwork and problem-solving skills. Where the students will be working and the type of work they will be doing will be determined in the coming weeks.

### **New executive director for Mount Hope Centre for Long Term Care**

Tanya Pol has been appointed as the new Executive Director for Mount Hope Centre for Long Term Care, effective June 13, 2022. With more than 30 years of experience in long-term care and 15 years as an administrator, Tanya has a wealth of understanding and knowledge in service delivery. Since 2014, she has served as the Administrator at McCormick Home.

The coordinator of St. Joseph's Care Partnership Office along with the chair of Mount Hope's Family Council participated in the hiring panel for the new executive director, highlighting the importance of partnership and family involvement for the next leader of Mount Hope.

## **3.0 Other - Finance/Facilities/Operational/Legislation**

### **Ontario tables 2022-2023 budget**

On April 21, 2022, Ontario's Minister of Finance tabled the [2022 Budget - Ontario's Plan to Build](#). The budget highlights many of the health care announcements the government has already made over the past two months in the lead-up to the Ontario election on June 2, 2022. The Ontario Hospital Association has developed a [summary of health care investments](#) and is reviewing details of the budget in greater detail.

### **Workplace Safety and Insurance Board rebate**

Ontario's safe employers are receiving a [rebate of up to \\$1.5 billion](#) as Workplace Safety and Insurance Board (WSIB) surplus funds are returned for the first time. This rebate will give 300,000 businesses back approximately 30 per cent of their annual premium payments. St. Joseph's is among the organizations receiving a WSIB Surplus Credit Adjustment.

This distribution comes four years after the elimination of the board's historic unfunded liability. Today, the WSIB is in its strongest financial position in its history and, as of September 30, 2021, has \$6.4 billion in reserve, according to the Ministry of Labour, Training and Skills Development.

## **4.0 Recognition**

### **Recognizing our professionals**

During various health promotion weeks and months in Ontario and nationally, St. Joseph's acknowledges our professionals and the work they do across our organization. Among those recently celebrated are:

- **Doctor's Day:** On May 1, the Ontario Medical Association (OMA) and health care organizations across the province recognized the extraordinary contributions of Ontario doctors by celebrating Doctors' Day. Across St. Joseph's and through social media, all were encouraged to show their support of our doctors in a colourful way by taking part in the [OMA's interactive colour tile of thanks initiative](#). The result was a vibrant display of thanks to physicians

- **National Nursing Week:** National Nursing Week (May 9-15) was celebrated across St. Joseph's to recognize the impact and contributions of our nurses. Aligned with this year's theme, 'We Answer the Call', Nursing Council invited staff and leaders to share examples of how St. Joseph's nurses have continued to respond with respect, excellence and compassion during the unprecedented challenges of the pandemic and at all times. These reflections are available on the Nursing Week intranet page, along with a video message from leaders. Staff were also invited to send a Nursing Week themed E-card to St. Joseph's nurses and [read](#) how a new partnership program between Ontario Health and the College of Nurses of Ontario is helping one of St. Joseph's own internationally trained nurses realize her dream. An important tradition of Nursing Week is the annual Blessing of the Hands. To ensure nurses didn't miss out on this touching tradition during the pandemic, Spiritual Care created a [virtual Blessing of the Hands video](#).
- **National Physiotherapy Month and Speech and Hearing Month:** Internally and through social media during the month of May, St. Joseph's recognized our staff working within the disciplines of physiotherapy and speech language pathology, thanking them for their dedication St. Joseph's, the programs they support, and most importantly our patients and residents.
- **Administrative Professionals Day:** On April 27, 2022, St. Joseph's recognized the expertise and resourcefulness of our administrative professionals to keep our organization running smoothly. Individually, leaders, programs and teams also celebrated these staff members.

### Shaping health research in Ontario

The Ontario Hospital Association (OHA) and its Health Research and Innovation Committee have extended great appreciation to the committee's outgoing co-chairs - Dr. David Hill, Scientific Director of Lawson Health Research Institute, and Dr. Brad Wouters, Executive Vice-President, Science and Research at University Health Network, who have ended their Co-Chair tenure after three accomplished and eventful years. "David and Brad were instrumental in the successful expansion of OHA's scope to include hospital-based research, and their vital input and oversight helped to shape the OHA's exciting and ambitious Health Research Strategic Mandate," says the OHA in thanking the two leaders.

### Achievement in the psychology of traumatic stress

Congratulations to Dr. Maya Roth for winning the Canadian Psychological Association's Traumatic Stress Section Early Career Award. This award recognizes achievement within the science and practice of the psychology of traumatic stress. Dr. Roth is a psychologist with St. Joseph's Operational Stress Injury Clinic in Toronto.

## 5.0 St. Joseph's in the News

[Homelessness is most visceral in our local communities. But it demands an ambitious national perspective](#), Globe and Mail (Editorial by Cheryl Forchuk), March 25, 2022

[Local hospitals to maintain masking requirements indefinitely](#), Grey-Bruce This Week, April 19, 2022

[Lawson researchers aim to help stroke survivors who suffer depression](#), CBC London - London Morning, April 21, 2022

[New imaging technique an early indicator of treatment response](#), AUTM, April 21, 2022

[Stocked with compassion](#), London and Area Association for Volunteer Administration (page 22), April 2022

[Zeta Psi under investigation for alleged drugging at January frat party in London, Ont.](#), CBC London, April 27, 2022

[Alleged drugging at frat party involving Western students](#), CBC London – London Morning, April 27, 2022

[Surviving COVID-19 – the recovery reality](#), Hospital News, May 2022

[Elderly man who killed his wife may be moved from mental health facility](#), London Free Press, April 28, 2022

[Senior accused of murdering wife likely leaving psychiatric facility](#), Blackburn News, April 28, 2022

[London hospitals offer virtual-visits designed for inclusiveness](#), Canadian Healthcare Technology, April 29, 2022

[Surgeons using VR to improve patient outcomes](#), Canadian Healthcare Technology, April 29, 2022

[Allergy seasons are getting worse, says new research](#), CTV London, May 9, 2022

[Wallaceburg senior who killed wife to be moved into long term care](#), Blackburn News, May 9, 2022

[New Gray chair aims to solve pain-limiting mobility problems](#), Education News Canada, May 12, 2022

[Orientation week events 'didn't help' Western but it's back on track: President](#), London Free Press, May 19, 2022

[Western releases months-long sexual assault investigations](#), The Gazette (Western University), May 19, 2022

## 6.0 Environmental Scan

[Patients at greater risk of dementia after COVID-19 pneumonia, study finds](#), CTV News, April 19, 2022

[Women with long-haul COVID-19 have more symptoms than men, study finds](#), CTV News, April 21, 2022

[Ontario launches new tool to connect people to nurses and other health services from anywhere at any time](#), Ministry of Health, April 22, 2022

[Unvaccinated people increase risk of COVID-19 infection among vaccinated: new study](#), Global News, April 25, 2022

[Less than a third of hospitalized COVID patients feel fully recovered a year later, U.K. study finds](#), CTV News, April 25, 2022

[U.S. gives full approval to 1st COVID-19 drug for young children](#), Global News, April 25, 2022

[Omicron may be less likely to cause hospitalizations, but severe outcomes were comparable to Delta: study](#), CTV News, April 25, 2022

[Nearly one-third of the Canadian population has had COVID-19, antibody data shows](#), Global News, April 26, 2022

[Toronto physician named new scientific director of provincial COVID-19 advisory group](#), CBC News, April 29, 2022

[Cancer in Canada: What the latest projections are](#), CTV News, May 2, 2022

[Ontario Medical Association's 141st president is Dr. Rose Zacharias](#), Ontario Medical Association, May 6, 2022

[BA.4, BA.5 in Canada: What we know about the 2 new Omicron subvariants](#), Global News, May 7, 2022

[More than two years since the pandemic's start, nearly 1 in 4 Canadians still report high anxiety](#), CTV News, May 7, 2022

[Cognitive impairment from long COVID equivalent to aging 20 years, study finds](#), CTV News, May 9, 2022

[COVID-19 vaccine makers shift focus to boosters](#), CTV News, May 9, 2022

[Patients in Canada continued to experience longer wait times for surgery during COVID-19 pandemic](#), Canadian Institute for Health Information, May 9, 2022

[Hovering holograms – a very real, new operating room tool](#), Health System News (Ontario Hospital Association), May 2022

[Deep crisis in nursing demands urgent action by government, employers, educators and associations](#), Registered Nurses' Association of Ontario, May 12, 2022

[11% of hospitalized COVID-19 patients get readmitted or die, study shows](#), Global News, May 16, 2022

[One in 10 doctors have considered or attempted suicide](#), Healthing.ca, May 20, 2022