

Report to the Community

Highlights from 2011-2012 and an overview of where we're headed

HÔPITAL

Jeffery Hale-Saint Brigid's

Responsive, innovative, at the service of the community



Word

from the **President of the Board** and from the **Director General**

Saint Brigid's - Jeffery Hale progressed greatly in many areas throughout 2011-2012. We can be proud of our success!

Our relatively small establishment has a special strength: the depth of the commitment of our staff and leadership. This asset permits us surprising success despite serious constraints in resources.

We believe, as leaders of the institution, that it is important to highlight the key to our success: the strong commitment of everyone—from the Board, to the staff, and to the management team, as well as the clients and volunteers—in a common project aimed at ensuring the best interests of users.

As well, there is the desire to do things well and to always improve. To this end, we continue our constant quest for ways to do things our unique way: simply but

effectively and efficiently.

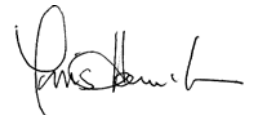
We also find strength in a relationship of collaboration with the community and our ambition to be recognized as exemplary partner. The desire to build together rather than each individually contributes to the feeling of being separate yet committed to each other's success.

Nevertheless, we regret

that the fact that a lack of financial resources continues to undermine the ability of our institution to meet all of its obligations. We continue to hope, however, that recent initiatives to review the funding of institutions will improve the situation.



Didier Culat
President



Louis Hanrahan
Directeur General



Our 2011-2012 Board of Directors

Back row: J. Edward Murphy, Marie-Paule Parent, Margaret Baker, François Fleury, Roger Lemire, Louis Hanrahan (directeur general), and Simon Clément. Front row: Joanne Coleman-Robertson, Chantal Dubois, Gertrude Grogan, Catherine Nadeau, Christiane Dion, Amie Deschamps, and Didier Culat (president). Absent from photo: Fred Cribb, Russell Kueber, Brenda Rogers, and Richard Walling (vice president).

Our history lays a solid foundation for our future

Saint Brigid's – Jeffery Hale Hospital (SBJH) was born of the integration in April 2007 of two institutions that between them share 300 years of serving the health and social service needs of the English-speaking community of the Greater Quebec City region.

Our history begins in 1856, when Reverend Father Bernard McGauran founded Saint Brigid's Home as a shelter for Irish immigrants, widows and orphans. A few years later, in 1865, Jeffery Hale left money in his will to establish a hospital to care for sick and disabled protestants. While they were of different faiths, these two men had some very important traits in common; remarkable foresight and a shared vision of compassion and caring.



Our founders' legacy of forward thinking and compassion continued in April 2007 when these esteemed institutions joined

forces to become Saint Brigid's - Jeffery Hale Hospital. By uniting, we have created a solid organization that is a positive force in the local health system, especially when it comes to meeting the needs of the English-speaking population.

In the early 1990s, a joint project began between the English-speaking community and the public network to set up CLSC-type services for the English-speakers. From this initiative was born the innovative public-private partnership known as "Holland Centre." During the fusion of Saint Brigid's -Jeffery Hale in 2007, the Centre and its partners recommended the transfer of these community services in English to enrich the mission of the new institution.

In addition to its historical roots of serving the English-speaking community, the SBJH of today continues to also serve French-speaking clients. We are proud to build on a heritage that is open to both communities by providing bilingual services to meet the needs of our two target populations.

Our mission

With deep roots in Quebec City's English-speaking community and a long tradition of caring, Saint Brigid's – Jeffery Hale Hospital is a public, bilingual institution under participatory governance dedicated to providing safe, compassionate and high quality care. Together with its partners in the health and social services network and the community, it makes a positive contribution to the health and well-being of the population it serves by delivering primary community and general services for all age groups and a variety of services to persons experiencing a loss of autonomy.

Saint Brigid's – Jeffery Hale Hospital plays a pivotal role in the English-speaking community and fosters its vitality. It spearheads concerted actions that promote the development of this community and the health and well-being of its members.

At the service of two linguistic communities

General population: **Role** - supporting in partnership with the CSSS
Approach - service-based

Anglophone population: **Role** - leadership in partnership with the CSSS
Approach – community-centered

Two languages: Bilingual services in French or English, according to choice

One constant: Collaboration with partners from the health network and the community

**Our
commitment:**
**Quality, safety,
compassion**

Looking ahead: Strategic planning

Following consultations with all our internal stakeholders as well as our community partners, the Board of Directors adopted our **2012-'15 strategic plan** last spring.

We are focusing our efforts on **six crucial actions** that will help optimize SBJH's contribution and consolidate its strategic position in the region.

1. Ensure that the quality, safety and compassion are at the heart of all our activities;
2. Prioritize quality of life for residents with severe

- autonomy loss;
3. Invest in the quality of life and development of our staff;
4. Further support an aging population by helping them to remain in the community as long as possible, as well as at the end of life;
5. Increase the Jeffery Hale's contribution to the region's continuum of primary services;
6. Lead efforts to improve the health of the region's English-speaking population.

*Ethics help us
keep our
balance*



Our values :

**Respect, discretion, professionalism,
empathy, courtesy, fairness**

Highlights from our four clinical sectors



Long-term Care

At Saint Brigid's, a reduction of 20 beds led to a significant reorganization of clinical activities, based on enhancing the practices of nurses and nursing assistants and on introducing the automated dispensation of medications. This reorganization also helped to enhance the role and ratio of orderlies

Community Geriatrics

The field of community geriatrics has probably seen the biggest changes with its service offer consolidated to now include 26 beds, namely 16 for rehabilitation (UTRF) and 10 for palliative care. Not to mention a move from the 6th floor to 3rd in order to pave the way for a possible significant restructuring project to follow. The effort and commitment of our teams has been impressive and explains the success of these reorganizations.

General Services

In the General Services sector, a new follow up clinic at the Emergency reduces overcrowding by offering clients an alternative when they cannot get an appointment for follow up elsewhere within a reasonable delay.

Also, the computerization of appointments was a milestone in providing optimal services to clients.

Community Services

At Community Services (CLSC-type services for the English-speaking population), our integrated access point, subject to a systematic evaluation, has clearly demonstrated its relevance. This "guichet d'accès" not only helps English-speaking clients to access our services but also to access the right services elsewhere when necessary.

A community of care

Over the last three years, English-speaking community organizations have been working together on an important project spearheaded by SBJH and Jeffery Hale Community Partners, known as “Jeffery Hale – Saint Brigid’s: A Community of Care.”

As part of this project, SBJH held a Community Forum on the health and well-being of the English-speaking population that was open to community members and health network partners. We have also formed a joint community-network consultation committee that brings together educational, religious,

community and charitable organizations.

Our common goal

The English-speaking community of the Greater Quebec City region has access to a wide range of quality health and social services adapted to its needs, values and wants, and all under community governance thanks to a coordinated effort of various dynamic organizations from community, public, and private sectors alike. This interdependent multi-sectoral relationship is a cornerstone in assuring the vitality of the region's English-speaking minority community.



Irish for a day

A delegation of SBJH volunteers marched with pride in the St. Patrick's parade in Québec City on March 24, 2012.



Together for the good of all

The Jeffery Hale Friends' Foundation and Saint Brigid's Home Foundation united to organize a benefit called the Cultural Interlude at the Domaine Cataract on June 3. Close to 100 people attended.



Golf tournament an unprecedented success

The Jeffery Hale Friends' Foundation annual golf tournament, held in Cap-Rouge on September 13, 2012, raised an unprecedented \$44,000. The Foundation wishes to thank all those who contributed to this huge success by playing golf or attending the supper, by volunteering, or by sponsorship or donation. Special thanks to the Groupe Maurice, developer of the *Gibraltar* retirement residence.

From left to right: The Honorable Michael Sheehan, Judge of the Court of Québec and President of the tournament, Gail Quinn, Foundation Coordinator, Richard Walling, Foundation President, Dr. Gabriel Gosselin, Chair of the organizing committee, Louis Hanrahan, Director General of SBJH, and Didier Culat, President of the Board.



SBJH competes in the Pentathlon des neiges

For the first time, SBJH took part in the health and social services day of the *Pentathlon des neiges* held on the Plains of Abraham last February 19. Bravo to our team *Unissons* for finishing 9th out of 51!

Thanks to our Community Foundations

Again in 2011-2012, SBJH was able to count on the generous support of its Foundations. We thank them from the bottom of our heart.

Saint Brigid's Home Foundation: \$125,043 to fund various activities that enhance the quality of life of clients, including the possibility of having an additional resource person for planned therapeutic activities.

Jeffery Hale Foundation: \$150,000 for furniture and decorations in the palliative care unit at the Jeffery Hale to be renovated in 2013. Furthermore, the Foundation contributed an amount of \$150,000 for functional renovations on the main floor of Saint Brigid's Home.

Saint Brigid's Guild: In addition to countless hours of volunteer work, the Guild donated over \$200,000 in equipment and services, helping the residence make day-to-day life more pleasant and enjoyable, especially through a financial contribution earmarked for the development and maintenance of Saint

Brigid's Memory Garden, representing a \$100,000 donation over a ten-year period.

Jeffery Hale Friends' Foundation: over \$50,000 for improving client services and for improving residents' living environment, notably through the purchasing of furniture in the care units on all floors. The foundation also supported various staff recognition activities.

Citadel Foundation: \$21,000 for our summer student program in partnership with St. Lawrence College, giving English-speaking students the opportunity to live an enriching experience working with seniors.



Thanks to all our volunteers

We would like to acknowledge the outstanding support that our volunteers lend to the quality of life of our residents and other clientele. Despite everyone's best intentions, given the enormous pressure we are under to meet our clientele's most basic needs, it can be difficult to achieve a human environment at all times. The generous gift of self on the part of our many devoted volunteers adds a truly human dimension to our milieu. For that, we sincerely thank them.

At Jeffery Hale and at Saint Brigid's

Certain noteworthy events generate great participation of volunteers, residents and their families and members of the community alike, such as the Christmas supper, Valentine's Day, Carnaval and sugar shack activities, picnics, and so forth.

	Number of hours			Number of hours	
Saint Brigid's	2010-'11	2011-'12	Jeff	2010-'11	2011-'12
Pastoral	447 h	358 h	Café	2 348 h	1 753 h
Cafeteria	300 h	300 h	croissant	4 100 h	4 900 h
Therapeutic activités	610 h	600 h	Residence		
Guild activités	1 373 h	1 375 h			
Helping with meals	350 h	350 h			
Medical escorts	300 h	200 h			
Total :	3 380 h	3 133 h		6 448 h	6 653 h

Jeffery Hale Community Services

Volunteers are one of the English-speaking community's greatest resources. The contribution of volunteers is essential to Community Services. In fact, many of our activities and programs could not exist without them.

Number of volunteers	2010-'11: 445	Number of hours	2010-'11: 3 400
	2011-'12: 425		2011-'12: 3 860

Quality and safety in action



At Saint Brigid's - Jeffery Hale we've developed our own symbol, the "Quali-cycle" to represent two notions that we hold very dear::

1. We are actively engaged in the continuous improvement of quality and safety, and 2. Quality improvement is a cycle that is always in motion as best practices evolve.

To develop our action plan for improvement, we use best practices, as well as the recognized standards of Accreditation Canada. In March of 2011, our institution obtained unconditional accreditation and visitors from Accreditation Canada will return in the spring of 2013. This process gives us a portrait in time of where we stand in our Quali-cycle progress, both the positive aspects and those still needing work.

Our "Warm Welcome" Approach

In order to provide services with a Warm Welcome approach, we have been working on building a new dynamic collaboration by creating a team at entry level of our primary care (frontline) services. In 2011-12, we united the telephone reception for the entire establishment, allowing for a more consistent response in terms of bilingualism and information.



Sharing our results and successes

To highlight the ongoing efforts made by all stakeholders to improve quality and safety in care and services, we publish results four times a year. One report covers our performance when it comes to nosocomial infections, and incidents and accidents. Another component focuses on specific performance indicators that we have established, including: medication reconciliation, pain assessment, risk assessment of falls and pressure sores, the use of restraints and hand hygiene audits. These reports can be found in our *Annual Management Report*.



In addition, we regularly publish a newsletter called *Prevention Action* covering various topics with the overall theme: Inform, prevent, and control: Safety is everyone's responsibility.



A balanced budget and precarious finances, yet we progress

Financial Sector

SBJH managed a balanced budget despite a very difficult financial environment in the health system in 2011-2012. With a second wave of cutbacks to come, our financial future is not looking all that bright. This has not stopped us, however, from making progress in many different sectors.

We continued to implement over the past year of electronic services for all residents and for the payment of our suppliers. We introduced guidelines that allow us to review the operations of our purchasing department. In addition, we have developed various performance indicators allowing closer monitoring of our finances.

We would like to highlight efforts that so many

Extract from financial statements verified by PriceWaterhouseCoopers for the year ended March 31, 2012

	2011	2012
Operating Funds		
Revenue		
<i>Agence and MSSS</i>	\$23,920,522	\$25,757,905
Users' contributions	\$5,081,560	\$5,012,129
Sales and cost recovery	\$948,532	\$1,064,412
Other activities	\$256,207	\$210,688
Other revenue	\$217,400	\$164,749
	<u>\$30,424,223</u>	<u>\$32,209,883</u>
Expenditure		
Salaries, benefits and payroll	\$24,744,953	\$26,412,346
Supplies and other expenses	\$5,655,175	\$5,775,329
	<u>\$30,400,130</u>	<u>\$32,187,675</u>
	\$24,095	\$22,208

have made to reduce costs, particularly in terms of energy consumption, managing absenteeism and the efficiency of various processes.

Complaints and positive comments

We must do all that we can to enable SBJH clients to express their satisfaction with our services is greatly. Whether it is a complaint or a positive comment, our clients are entitled to know how to reach the Local Service Quality and Complaints Commissioner.



A display box in which to deposit complaints and positive comments is installed at the entrance to the hospital, the pavilion and at the Home.

Also, copies of a new form for this purpose are now available in places where services are provided.

Réactions recueillies des auteurs des plaintes conclues					
	100% satisfied	Partially satisfied	Dissatisfied	Opinion unavailable	Total
2010-'11	10	1	2	5 *	18
2011-'12	16	1	2	5 *	24

* unreturned call, language barrier, prolonged absence of complainant, etc.

Users' Committee: Keeping an Eye on Quality

The Users' Committee is the guardian of client rights. The foundations that guide this committee's actions are service quality, client satisfaction, and the living conditions of residents, especially when it comes to the most vulnerable clients.

The committee undertook an extensive user satisfaction survey in all sectors in JHSB beginning in 2010 with the services of the Community Geriatrics, namely: the palliative care unit, transient functional rehabilitation unit (UTRF) and consulting team specializing in Gerontology and Geriatrics. Results showed a very high satisfaction rate.

The committee continued their consultation process in April of 2011 by surveying 200 residents and caregivers at the Jeffery Hale and at Saint Brigid's. Then, in December, the Committee proceeded to the final stage of consultation in the area of Community Services.

The many reports generated from these consultations will only serve to strengthen our actions to improve quality.

Financial, technical and informational resources



Technical and material resources

The year 2011-'21 enabled this sector to make several purchases of medical equipment thanks a budget allocation from the *Agence*. These acquisitions have contributed greatly to our clients' well-being and safety.

We continued our planning for building work to come, including renovations to the main entrance of both the Jeffery Hale and Saint Brigid's. In addition, with a budget of more than \$1 million announced by the *Agence* for a new palliative care unit planned for the 3rd floor at the Jeffery Hale in the spring of 2013, we began during the year by consulting the stakeholders involved.

help of a working committee. The action plan for this complex process was in its final stage of being implemented at that this report was being written, and due for completion in June of 2012.

We updated the three-year plan to replace food service equipment at both the Jeff and Saint Brigid's, with costs funded by a regional envelope.

Information services

We finished installing a public Wi-Fi system on all floors at the Jeffery Hale and at Saint Brigid's that is free and available to all clients and visitors.



Food Services

The method of distribution of meals at the Jeffery Hale was changed to a tray service in 2011-'12 with the

We also set up the computerized controls of the automated medication distribution system and on the carts for this purpose.

Our strength: The Commitment of our Personnel

SBJH's power to attract and retain personnel is based on several factors, including the quality of our workplace and the ability to work in a bilingual environment. In 2011 - '12, the Human Resources Department continued its efforts to help ensure that the organization is renowned as welcoming, competent, accomplished and appreciative.

The year was marked by the entry into force of our recognition policy, the renewal of the joint health and workplace safety committee, as well as the consolidation of various staffing practices with the ultimate goal that all of our recruitment efforts help to maintain our skilled and devoted workforce.

The strength of teams

At Saint Brigid's - Jeffery Hale, we offer a supportive and stimulating work environment. Through our local committees and councils, our staff members have a wealth of opportunities to get involved, share their expertise and hone their skills, always with the aim of improving the quality and safety of care and services.

Our Committees

- ✓ Clinical Ethics
- ✓ Risk Management and Quality
- ✓ Pharmacology
- ✓ Infection Prevention
- ✓ Projects
- ✓ Quality of Life



Our Professional Councils

- ✓ Nurses and Nursing Assistants (CII-CIIA)
- ✓ Doctors, Dentists and Pharmacists (CMDP)
- ✓ Multidisciplinary

Annual Management Report

To consult our full [Annual Management Report](#) (in French only) to Québec's Ministère de la Santé et des Services sociaux, please visit our Websites.



Our managers' team, like all of our staff, is dedicated to quality, safety and compassion in our client services and to promoting a quality workplace.


The "Ovation" award



It was with pride that in the spring of 2012, Jeffery Hale - Saint Brigid's highlighted the first-ever winners of our new Ovation award.

The Ovation Award recognizes outstanding contributions by staff in regards to a situation that was resolved or improved through innovative and effective actions that were of benefit to residents, clients or employees.


As such, the award recognizes an extraordinary effort, event or performance, an initiative beneficial to the community focused on quality and compassion, sustained leadership in dealing with a critical issue or the resolution of a problem having had a positive impact on the organization.



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Jeffery Hale - Saint Brigid's



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