

# Report to the Community

Highlights from 2018-2019 and  
overview of where we're headed



Jeffery Hale  
Saint Brigid's

Une communauté de soins  
A Community of Care

## Word from the Director of Jeffery Hale - Saint Brigid's and the Assistant to the Deputy CEO – Support to the English- speaking Community



Jeffery Hale – Saint Brigid's has just completed its fourth year of operation since it was grouped with the CIUSSS de la Capitale-Nationale. It was a year marked by a change in organizational structure aimed at achieving a more efficient response to the English-speaking community, particularly residents living in facilities. The new organization of services focuses on improved communication and partnership-building with our institutional community. Several projects have resulted from this joint effort, including the creation of the Centre of Expertise on the Adaptation for English-speaking Communities in Health and Social Service (CE-ACCESS) and the development of the Campus Project at Saint Brigid's. In sum, Jeffery Hale – Saint Brigid's and its partners are pursuing their work on developing linguistically and culturally-appropriate health and social services.

Yet our institution faces many more challenges, such as the shortage of bilingual staff, as well as client satisfaction with our food service offering. Despite all the efforts made and the strategies deployed, there remains a gap that needs to be addressed. Creative solutions are currently in the works in this regard. Every day, the outstanding JHSB teams and our dedicated partners, including the Advisory Committee, Users' Committee, Residents' Committees and all our partners in the community, work together on furthering our mission. The ongoing commitment of everyone involved helps make Jeffery Hale – Saint Brigid's a historic institution that is deeply connected to its past, yet oriented towards the future.

The Deputy CEO,

**Guy Thibodeau**

The Assistant-Deputy to the CEO,

**Brigitte Paquette**



## Highlights from Clinical Services of Jeffery Hale – Saint Brigid’s

### Jeffery Hale Community Services

**Jeffery Hale Community Services (JHCS)** provides proven leadership in promoting the health and wellness of the English-speaking community in the greater Capitale-Nationale region through a varied, accessible and quality offering of CLSC-type services. More specifically, it provides a range of youth and family services, mental health programs and, for people experiencing loss of autonomy, home care and a day centre.

Again this year, the team at JHCS has worked on responding to the numerous requests for services from its clients. The table below provides an overview.

### The Bank of Interpreters of the Capitale-Nationale

The mandate of the Bank of Interpreters of the Capitale-Nationale (BICN) is to provide members of cultural communities who have only a limited knowledge of French safe access and quality health and social services that meet their needs.

This year, the 86 interpreters involved in the public bank have rendered service 8,858 times in more than 40 languages. Moreover, the continued development of the Jérôme+ Web application has helped facilitate requests for interpretation for at least three of the region’s institutions: the **CHU-UL, IUCPQ-UL and CIUSSS de la Capitale-Nationale**.

### The Refugee Health Clinic

The mission of the Refugee Health Clinic is to offer refugees living in the Capitale-Nationale region health and wellness assessment services, provide the necessary follow-up and promote their integration into the health care network.

The multidisciplinary team includes doctors, nurses, social workers, a nutritionist and administrative agents. Over 500 people from refugee camps around the globe have had the chance to access these services.

In 2018-2019, the team at the Refugee Health Clinic offered more than 4,000 appointments.

Clinic workers also focused on reducing wait time for services and on further adapting the offer to the needs of sponsored refugees in order to optimize their integration into the system. To this end, they have developed the *Mon parcours santé* health booklet, which is used to keep a record of users’ journey through the health care system, raise awareness of interpretation services among health professionals and promote the services provided by the various sectors.



**The project was made possible through the support of the Jeffery Hale – Saint Brigid’s Friends’ Foundation**

### Volume of Activity – Jeffery Hale Community Services

Activity Sectors	Number of Follow-up Activities in 2017-2018	Number of Follow-up Activities in 2018-2019
Bilingual access point	491	402
Mental health	860	690
Early childhood	1 036	837
Family-childhood-youth	1 776	1 430
Home care	3 527	3 137
ID-ASD-PD	249	282

\* It is important to acknowledge that changes in the statistics recording method had an impact on the compiling of interventions in 2018-19.

## Emergency

The Jeffery Hale Emergency offers quick and continuous access to walk-in medical services, 12 hours a day, 7 days a week. It delivers short-term care and serves as a universal gateway to the array of health and social services available in the region.

In 2018-2019, users made close to 25,000 visits to the Jeffery Hale Emergency. Dedicated to providing the very best care and services, the Emergency team is actively working on the continuous improvement of its practices. The pre-triage and triage processes have been reviewed to ensure the maintenance of high quality service standards. Starting next year, the triage nurse will be taking on a key role in guiding clients through the system.

## Residential Services (Long-Term Care)

Over the past year, many initiatives have been carried out to improve services at the Jeffery Hale Residence and at Saint Brigid's Home:

- Micro environments were set up following an assessment of residents' autonomy profiles. This allowed us to draw up a plan aimed at improving the grouping of residents based on their needs and create an environment conducive to interaction among them.
- Service aides were added to the teams to provide extra support to health care professionals. Their assistance is helping fill the gap due to the shortage of staff and allows residents to receive better quality services.
- A communication pathway was put in place throughout JHSB. It fosters teamwork and interdisciplinary cooperation, ensuring the optimal management of resident needs.
- A Well-being Committee was established to meet the needs of health care staff. You can read more about it on page 7.

**Jeffery Hale Residence** is located on the 2nd, 4th, 5th and 6th floors of Jeffery Hale. It accommodates 99 residents whose level of autonomy no longer permits them to remain in their home.

**Saint Brigid's Home (SBH)** provides accommodation for 142 residents who can no longer live independently at home due to their reduced autonomy. It is the only facility in the region to offer long-term care and services in English. Approximately half of its residents are English speakers.

## Palliative Care

Jeffery Hale has 15 palliative care beds for adults in need of end-of-life services. The goal of palliative care is to accompany people in the last stages of life, ease their suffering and improve their quality of life by considering their needs in a holistic manner. A Family Living Unit is also available so that loved ones can stay close by at all times.

## Highlights from the Administrative and Technical Support Services

### Technical Services

This year, the JHSB Technical Services team had a record number of construction projects in the works.

In addition, many new contracts for specialized services were assigned this year, including snow removal and grounds maintenance at Jeffery Hale.

Major renovation projects are currently underway at the hospital and at the Jeffery Hale Pavilion, more specifically at Jeffery Hale Community Services, at the archives and in the kitchen. Work is slated for completion by the end of summer 2019.

During this time, activities needed to be relocated and, as a result, the Community Services' Day Centre was temporarily moved to the CHSLD Notre-Dame-de-Lourdes to ensure the continuity of services.

At **Saint Brigid's**, work on improving access to the delivery area, especially for laundry services, was launched in summer 2019.

**We would like to acknowledge the hard work of the Material Installation teams whose support has been crucial to the multiple construction projects underway.**



## Logistic Services

The past year has brought about a series of changes in the food service offering at JHSB. For instance, distribution carts with integrated technology (Burlodge) were introduced in order to improve the service temperature of meals and, in turn, make the mealtime experience more enjoyable for users. The carts were deployed in October 2018 at Saint Brigid's and in January 2019 at Jeffery Hale.

A reorganization of this magnitude can be expected to cause some major challenges, but our team is hard at work with users and their families on ways of ensuring continuous improvements in this area.

In addition, the JHSB parking lot was acquired by the CIUSSS de la Capitale-Nationale. After renovation work on the parking lot booth, employees can now access the lot with their identification badge and obtain the standard rates offered at other institutions of the CIUSSS.

Lastly, we are pleased to mention the arrival of Josée Desgagnés, who joined the Jeffery Hale – Saint Brigid's team as Head of Logistic Services in March 2018.

## Continuous Improvement of Quality

### Service Quality and Complaints Commissioner

The Service Quality and Complaints Commissioner is pleased to present the annual report on the application of the complaint review procedure and service quality improvement at JHSB for 2018-2019.

The Commissioner would like to thank everyone who



Example of a Burlodge distribution cart, which allows us to keep the clientele's food at the correct temperature while it is being distributed.

takes the time to contact her office for support, which is available in both French and English. In addition to dealing with cases, the Commissioner and her team also promote awareness of the complaint review procedure and the Code of Ethics.

## Comparison of files completed in 2017-2018 and 2018-2019

Comparison of files completed	2017 2018	2018 2019
Amount of complaints received	15	21
Amount of interventions	10	8
Amount of assistances	7	9
Amount of consultations	0	0
<b>Total of files completed</b>	<b>32</b>	<b>38</b>

## Creation of the Centre of Expertise on the Adaptation for English-speaking Communities in Health and Social Services

The **Centre of Expertise on the Adaptation for English-speaking Communities in Health and Social Services (CE-ACCESS)**, which was created in March 2019, brings together partners from the English-speaking community in Quebec City, members of the health and social services network and researchers all in an effort to improve and make accessible a service offering tailored to English speakers living in Eastern Quebec. Its purpose is to design and make available the tools needed to enhance this service offer through the development of action-research projects, consulting services and training. A project is underway to evaluate the province's 37 Wellness Centres, which offer services to English-speaking seniors, and the CE-ACCESS website is currently in the works. Other initiatives will be launched in fall 2019. Stay tuned for more news!



One of the teams during their brainstorm.

## Community Campus Project at Saint Brigid's

The JH Partners and Jeffery Hale – Saint Brigid's (JHSB) take to heart the important needs of two vulnerable client groups: seniors and people with a physical impairment (PI), an intellectual disability (ID) or an autism spectrum disorder (ASD). They actively seek innovative solutions to improve the continuum of services for these groups. To this end, the eventual reconstruction of Saint Brigid's was the perfect opportunity to launch the Campus Project. In its preliminary form, the project is intended to be a meeting place – a sort of “**urban village**” – for members of the English-speaking community, fostering a warm, welcoming living environment for seniors, people with special needs and their families. It is expected to feature an **institutional residential component** (CHSLD), a **residential component** and a **community component**.

## The B'Hive Collective: A Space of Collaboration, Sharing and Creating

The B'Hive is a communal space where professionals from JHSB and JH Partners work together on a variety of projects meant to enhance the service offering for the English-speaking community in the area.



Through their expertise, they provide support to the community through services such as:

- Strategic planning and advice
- Project brainstorming and drafting
- Project management

- Development of action plans and funding strategies
- Participatory workshop facilitation
- Development and organization of information and communication plans
- Mobilization of stakeholders and partners and partnership building
- Solutions laboratory.

## Paid Training for Personal Care Attendants (FAMT)

A partnership between the *CIUSSS de la Capitale-Nationale* and the *Centre de formation Fierbourg* has resulted in the launch of a new training formula for personal care attendants. Through this enhanced on-the-job training program (known as “*formation accrue en milieu de travail*” [FAMT]), students have the opportunity to receive compensation during their training. In addition, those who complete the training and go on to work as a personal care attendant at a long-term care facility of the *Capitale-Nationale* receive a sum of roughly \$15,000. The 665-hour paid training program is part of their Diploma of Professional Studies, which includes a total of 870 hours.

A bilingual version of the FAMT project is currently being developed by the Eastern Quebec Learning Centre. The goal is to include facilities in the region where the majority of clients are English speakers. The first cohort is expected to start in early 2020.



The Jeffery Hale is one of the region's long-term care facilities that was targeted by the FAMT project. (Photo of the first student cohort)

## Social and Cultural Activities

### Bilingual Recruitment Day

A first day of interviews dedicated to the recruitment of bilingual staff was held on February 9, 2019 at Jeffery Hale. Many organizations were present: *Info-Santé* and *Info-Social* (811), *Centre antipoison du Québec*, the Wellness Centre, Voice of English-Speaking Quebec (VEQ), Eastern Quebec Learning Centre, *CIUSSS de la Capitale-Nationale* and JHSB. During the day, over 65 visitors submitted an application and underwent an interview on the spot. The event was made possible through the participation of JH Partners, JHSB managers and the CIUSSS' human resources team. Don't miss next year's event on February 8, 2020.

### Pentathlon des neiges

On Saturday, February 23, 2019, the 9<sup>th</sup> *Défi Santé et services sociaux* of the *Pentathlon des neiges* took place on the Plains of Abraham. Once more, JHSB was represented by "The Jeffery's," who walked away with the first-place prize for a third consecutive year.



Top row, left to right: Stéphane Marcoux, Jean-Marc Tanguay and Danny Roche. Bottom row, left to right: Éric Genest and Alain Bélanger.

### Saint Patrick's Day Parade

Once again this year, many employees and volunteers from Jeffery Hale – Saint Brigid's took part in the Saint Patrick's Day Parade, on Saturday, March 23. Each year, more than 50,000 visitors come out for the festivities. As an important stakeholder of the English-speaking community in the region, our participation in the parade is a great way to improve the visibility of our bilingual institution.

### Employee Recognition Activities

On June 11 and 12, JHSB managers celebrated their employees during the annual Employee Recognition Activities. The summer-carnival-themed event included everything from cotton candy, popcorn and sweets to games and a food truck.

This special initiative is meant to acknowledge the outstanding work, dedication and perseverance of JHSB employees. Only through our united strength can JHSB continue to stand out as a caring institution where compassion and safety are front and centre. **Employee Recognition Activities would not be possible without the support of the JHSB Friends' Foundation. THANK YOU!**



### Committee Highlights

#### Jeffery Hale – Saint Brigid's Advisory Committee

The JHSB Advisory Committee makes recommendations to the *CIUSSS de la Capitale-Nationale* on the organization of services at Jeffery Hale – Saint Brigid's and on the delivery of English-language health and social services in the region. The Advisory Committee makes an important contribution to the majority of projects at JHSB.

In addition to the recognition of their legal status, the Advisory Committee and JHSB management support the ongoing development of the grouped institution, its contribution to the regional service offering and its influence in the area. This year, they have contributed to several innovative projects, such as the Centre of Expertise on the Adaptation for English-speaking Communities in

Health and Social Services, and the Campus Project at Saint Brigid's.



## Users' Committee and Residents' Committees

The JHSB Users' Committee, the Jeffery Hale Residents' Committee and the Saint Brigid's Residents' Committee are there to inform and support users of JHSB. These independent, volunteer-based entities can also represent users in their dealings with JHSB and contribute to the continuous improvement of the quality of care and services at JHSB and its living environments. Some members of the JHSB Users' Committees are also actively involved in other groups, such as the JHSB Advisory Committee, the Ethics Committee and the Users' Committee of the *CIUSSS de la Capitale-Nationale*.

To reach them, call 418 684-5333, ext. 1454.

## Bilingual Staff Recruitment and Retention Committee

The *cellule de gestion des défis de main-d'œuvre* (GDMO) on bilingual staffing has now become the **Bilingual Staff Recruitment and Retention Committee**. The staff shortage affecting the region has a significant impact on the health sector. This working committee, which meets 4 times a year, has implemented an action plan to promote, recruit, integrate and retain bilingual employees. Many actions have been taken throughout the year:

**Bilingual Recruitment Day:** On February 9, 2019, a career day for employees looking to work in a long-term care facility was hosted at Jeffery Hale. Given the activity's resounding success, it was decided that it would be held again next February (see Activities section for details).

**JHSB promotional video:** This introductory video for employees of JHSB showcases the grouped institution, its bilingual services and the vitality of the English-speaking community.



This initiative was made possible through the support of the JHSB Friends' Foundation and the Saint Brigid's Home Foundation. You can watch the video by clicking these links. Enjoy!

French version:

<https://www.youtube.com/watch?v=Rm7VzQTSVS8>

English version:

<https://www.youtube.com/watch?v=6EWGLGWh6Zc>

## Well-being Committee

The Well-being Committees at Saint Brigid's and Jeffery Hale started their work earlier this year. These committees provide leadership in the development and deployment of an action plan that aims to address the day-to-day concerns and obstacles faced by employees in order to improve the quality of their work life. It is a vibrant forum where employees and managers share their knowledge and ideas to enhance workplace wellness.



## Connected to our Community Partners

### Wellness Centre

A unique partnership between Jeffery Hale Community Partners and JHSB makes it possible to tailor the bilingual activity offering to the clients of JHSB, including parents of young children and residents of Saint Brigid's Home. The team, better known as the Wellness Centre (WE), offers and develops services for members of the English-speaking community living in the Capitale-Nationale. WE is a community-based initiative that involves the creation of dynamic partnerships in cooperation with community organizations and public partners. WE delivers a wide range of programs for youth, families, seniors, clients with special needs and community wellness in general. The activities are offered to people of all ages and form an integral part of the service offering provided to the English-speaking community.

In order to offer bilingual activities to JHSB clients, a partnership agreement was signed between Jeffery Hale Community Partners and the *CIUSSS de la Capitale-Nationale*. Through this agreement, the activity service offer can be adapted in a way that is better tailored to the needs of the community. It is the only partnership of its kind in the region.



Guy Thibodeau, Deputy-CEO and Richard Walling, Jeffery Hale Community Partners Director signing the partnership agreement.

## Volunteers

The dedication and involvement of volunteers are key to the success of the WE activities. Below is a visual representation illustrating the many contributions of our invaluable volunteers:

