

Report to the community

Highlights from 2019-2021 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 Jeffrey Hale - Saint Brigid's and the Assistant to the Deputy CEO – Support to the English- speaking Community



The current edition of the Report to the Community is unique in that it combines the past two administrative years (due to the COVID 19 pandemic, we had to skip the 2019-2020 edition). Therefore, this report covers the past 24 months

Jeffery Hale – Saint Brigid's (JHSB) recently completed its fifth and sixth years of operation as an establishment grouped with the CIUSSS de la Capitale-Nationale (Quebec City). The past two years were marked in particular by the global coronavirus pandemic, which significantly disrupted our day-to-day activities and standard practices. Our two long-term care facilities (Jeffrey Hale and Saint Brigid's) and our specialized geriatric services had to contend with various COVID 19 outbreaks, during which we unfortunately lost a number of residents who were very dear to us.

It is said that a forest grows back even stronger after a fire. No one can deny that we have suffered enormously during this pandemic. It must also be said that this unavoidable challenge, no matter how daunting, has allowed us to improve our overall approach. We enhanced both the safety and the quality of the care we offer, in clinical as well as infection control prevention. A number of the new measures will remain in place to ensure our residents' safety and security.

We will be pursuing our efforts to address the shortage of bilingual staff. In addition, steps are being taken to put in place new tools aimed at enhancing the quality of life of our employees, in a bid to improve our staff retention rate. We continue to rely on JHSB's outstanding team and on the involvement of our partners, including the Advisory Committee, the Users' Committee, the Residents' Committees and the community partners who help us to carry out our mission. The ongoing commitment of everyone involved helps make JHSB a historic yet future-oriented institution.

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) is recognized for its leadership in promoting the health and wellbeing of Anglophones residing in the Quebec City area. The JHCS team offers a range of CLSC-type services, including mental health programs for young people and families, as well as home care and a day centre for individuals experiencing loss of autonomy.

The specific context of the past year prompted the team to embrace creativity and innovation as it adapted its service offer and client approach. Stakeholders were swiftly given the tools they needed to continue offering our services in telework mode, including computer equipment (laptops, iPads) for teleconsultations. In addition, new tools such as Zoom and Teams were brought in. All stakeholders adopted the new infection control and prevention measures so they could keep on offering essential services in person in the safest possible way. The team communicated proactively with all clients, including persons awaiting services, in order to identify the most vulnerable among them and to boost contact frequency in those cases.

New services were also rolled out over the past year. Our mental health services were enhanced in February 2019 thanks to the arrival of a psychologist dedicated to our English-speaking adult clientele. In the area of perinatal care, our nursing team set up a vaccination clinic for newborns. This initiative was launched in the fall of 2020.

In March 2020, the suspension of group activities at the day centre due to COVID-19 measures showed that our team is resilient, innovative and attuned to clients’ needs. Our stakeholders ended up reinventing their service offer, including traveling to people’s homes to prevent their fitness level from declining. They also ramped up our respite care services for caregivers, working on an interdisciplinary basis with the home support team. In addition, in collaboration with community partners, the JHCS team addressed the new needs of our clientele, often involving the confinement of elderly people at risk of contagion. Our team took care of clients’ grocery orders and deliveries and accompanied them to medical appointments. These initiatives provide an interesting glimpse into the potential creation of additional new services.

The Bank of Interpreters of the Capitale-Nationale

The **Bank of Interpreters of the Capitale-Nationale** (BICN) seeks to provide public access to secure and high-quality healthcare and social services tailored to the needs of non-French-speaking individuals from various cultural communities residing in the Quebec City region.

The BICN’s roster includes 81 interpreters speaking more than 60 languages. This year, these interpreters provided services on 10,900 occasions. Over the past year, steps were taken to ensure that healthcare and social services employees and «ethnocultural clients» would have easier access to BICN-related information. For example, the BICN page on the CIUSSS website was translated. During the pandemic, messages containing public health and

Volume of Activity – Jeffery Hale Community Services

Activity Sectors	Number of Follow-up Activities in 2018-2019	Number of Follow-up Activities in 2020-2021
Bilingual access point	402	202
Mental health	690	1 376
Early childhood-Family-childhood-youth	1 430	3 026
Home care	3 137	4 668
ID-ASD-PD	282	1 449

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

service access information were sent out in nearly a dozen languages. The BICN also helped non-French-speaking individuals to get vaccinated by organizing meetings and offering interpretation services.

In 2021-2022, we are planning to launch a communication campaign aimed at establishing a comprehensive visual identity while also promoting the interpretation services offered in the healthcare and social services sector.

Refugee Health Clinic (RHC)

The mission of the **Refugee Health Clinic (RHC)** is to provide refugees residing in the Quebec City region with services aimed at evaluating their health and wellbeing while ensuring needed follow-up and facilitating immigrants' integration within the healthcare network. The interdisciplinary team includes doctors, nurses, social workers, a nutritionist and administrators.

Due to the closure of Canada's borders in 2020-2021 during the pandemic, the RHC team was forced to adapt to meet the needs of culturally diverse community members who had been significantly weakened by the pandemic.

Reinventing themselves amid the public health crisis, the RHC's professionals helped and guided refugees who had arrived shortly before the pandemic, along with asylum seekers and immigrants with «precarious status»; they also facilitated networking opportunities. These newcomers are often forgotten and vulnerable, so it was essential to improve their access to care and services in order to meet their growing needs during this difficult period.

The RHC thus expanded its mandate, which is usually focused on the refugee intake process. As part of their expanded mandate, the RHC's professionals helped in facilitating refugees' access to the healthcare network and offered in-person advice and teleconsultations while forging links with the existing network wherever possible.

At the same time, all clinic users who had arrived in Canada in the two-year period prior to the pandemic were contacted and notified about the recent course of events; they were also given relevant guidelines in the event that COVID-19 symptoms were present or appeared in the future. The general state of health of those users was also evaluated.

On May 7, 2021, the RHC team at the CIUSSS de la Capitale-Nationale garnered a special recognition when it won second place in the humanitarian category at the Health Network Stars Awards Gala organized by Caisse Desjardins (*Prix Stars du Réseau de la Santé*). This honour recognized the team's commitment to improving the access to healthcare and social services for immigrants with precarious status during the pandemic.

Emergency

Amid the pandemic, **JHSB Emergency** made an exemplary contribution to caring for individuals suffering from COVID-19 or with a suspected diagnosis. Its transformation into an evaluation clinic gave residents of the region a chance to access safe and high-quality services with a view to checking the spread of the virus.

Demonstrating their adaptability, the clinical and medical teams pitched in eagerly as they took part in this new service offer, which was originally intended to be temporary but has been maintained in the current context.

Over the intervening months, JHSB Emergency's contributions were characterized by its agility in adjusting to changing client needs. On September 6, 2021, its mission was modified slightly. Although the focus remained on patients suffering from COVID-19 or with a suspected diagnosis, the mission was changed to cover a pediatric clientele ranging in age from 3 months to 16 years.

These changes meant that employees had to show great adaptability and a high level of commitment to caring for COVID patients.

The fact that retired and laid-off staff and volunteers from the Je Contribue recruitment list were added to the team demonstrates just how adaptable our network is.

We would like to thank all the people who played key roles in implementing this new service offer amid the fight against COVID-19.

Residential Services (Long-Term Care)

Our long-term care facilities were hit hard in 2020. During the first wave of the pandemic, the Jeffrey Hale facility experienced a major outbreak from March 15 to June 22, 2020. The second wave hit Saint Brigid's from November 10, 2020 to January 18, 2021, while the Jeffrey Hale facility was affected from January 3 to February 9, 2021. All our thoughts are with the families who suffered during this pandemic, as well as with the staff who took care of them each and every day. The past year showed us how united our teams are in difficult times. Collaboration, teamwork and partnership with our collaborators played an essential role in maintaining service quality and safety for our residents.

Furthermore, we would like to recognize the exceptional contribution of physicians, professionals, surplus managers and all the staff who lent a hand during the pandemic. Thank you to everyone involved!

Thanks to the generosity of our Foundations and Saint Brigid's Guild, we were able to give a few precious moments of happiness to our residents and employees. We are very grateful to the Residents' Committees, which maintained their schedule of meetings and remained focused on residents' and employee's wellbeing throughout this crisis. Our valued partner, the Wellness Centre, drew on its resources with a view to adapting the recreational and assistance services for our residents who were greatly affected by the pandemic and to ensuring compliance with infection prevention and control measures.

Achievements

- Over 200 caregivers were accompanied through the new realities of the living environment in our two establishments.
- We successfully integrated new technologies to maintain communication with the residents' families.
- Training and awareness-raising activities on Elder Abuse Awareness were held in both of our centres.
- We strengthened infection prevention and control (IPC) measures by organizing training activities designed to make these measures a clinical priority (handwashing station, IPC training for all shifts, mandatory personal protective equipment).
- We included caregivers in the new «community reality» and informed them about IPC measures.
- The residents of our two long-term care facilities were



A group photo during the training on Elder Abuse Awareness.

vaccinated against COVID-19.

Priorities

- To pursue prevention/promotional activities and organizational practices designed to foster the health and wellbeing of individuals in the workplace.
- To maintain support and partnership with the Residents' and Users' Committees.
- To relaunch the activities of the Quality-of-Life Committees while fostering stakeholder participation (community partners) in decision-making concerning living environments.
- To continue implementing measures aimed at preventing a decline in fitness among the elderly while «giving back» living environments to residents and their families.

Jeffery Hale Residence is located on floors 2, 4, 5 and 6 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.

Specialized Geriatric Services

JHSB's specialized geriatric services are divided into three separate units: the Palliative Care Unit, the Community Geriatrics Unit (UTRF) and the Specialized Geriatric Consultations Team (ECSGP).

During the COVID-19 pandemic, full compliance was required with recommendations issued by various stakeholders, including Quebec's health department (MSSS), infection prevention, emergency preparedness, etc.).

Palliative Care Unit

The Palliative Care Unit is located on the third floor of the JHSB and currently includes 15 beds for adults requiring end-of-life services. There is also a Family Life Unit (or condo apartment), which enables loved ones to remain nearby at all times, if needed. The interdisciplinary team includes registered nurses, nursing assistants, a liaison nurse, doctors, patient care attendants, a social worker and other professionals.

During the pandemic, the shared goal was to ensure the safety and security of all concerned by continuing to prioritize the main objectives of palliative services, namely providing appropriate end-of-life care to patients and their loved ones, relieving suffering and improving the quality of life of individuals in all their complexity. The staff continued to dedicate themselves in this regard as part of their deep and unswerving commitment, and despite the obstacles they encountered along the way.

Looking forward, our hope is to keep on providing the best possible care from a perspective of interprofessional synergy so the individuals who constitute our users may have the best possible end-of-life experience. Without hastening or delaying the moment of death, the goal remains to ensure the best possible quality of life for patients and their loved ones and to offer them the support they need during these final stages.

Community Geriatrics Unit (UTRF)

The Community Geriatrics Unit (UTRF), also located on the third floor of the JHSB, has 16 beds and provides seniors with access to a rehabilitation facility driven by the interdisciplinary efforts of multiple professionals, including occupational therapists, registered nurses, nursing assistants, doctors, nutritionists, pharmacists,

physiotherapists, patient care attendants, physical rehabilitation therapists, social workers and other professionals. The team's strength lies in the day-to-day collaborative efforts of multiple stakeholders, each of whom places the users at the very centre of the process. These users are regarded as care delivery partners given that they ultimately have the most to gain from their rehabilitation. The team's strength also stems from its ability to focus its efforts on patients' needs and to come up with a custom rehabilitation plan.

Although departmental admission numbers were capped at times during the COVID-19 pandemic, the patients who were admitted continued to receive care in keeping with the values of dignity and respect. A number of professionals were focused on infection prevention to support the rest of the teams and to ensure on-site safety and security for users and their families. Other staff members looked beyond their professional credentials and pitched in to help the patient care attendants. Courage and tenacity were the watchwords, not to mention exceptional adaptability.

Specialized Geriatric Consultations Team (ECSGP)

The consultation team meets with seniors and provides them with evaluation, treatment and rehabilitation services, as needed. The team is made up of the following professionals: occupational therapists, nurses, doctors, physiotherapists, physical rehabilitation therapists and nutritionists. The team's strength lies in its high-synergy efforts to provide our geriatric clients with the best possible care.

During the COVID-19 pandemic, various adjustments proved necessary. The service offer was modified such that care was now provided on an "in-home" basis, while the team's offices, often referred to as the "day hospital", remained empty. All stakeholders embraced telework and the care provided was modified accordingly.

Highlights from the Administrative and Technical Support Services

Technical Services

First, we must absolutely mention the colossal contribution made by the hygiene and sanitation teams during the pandemic. They quickly distinguished themselves by their thoroughness and

were an essential partner of the clinical team during the pandemic to continue providing safe services to all of our clients. We would not have been able to successfully overcome this challenge without each and every one of you.

Seeking to give residents a pleasant outdoor environment and flower-filled spaces designed to enhance get-togethers with their families, the sanitation/maintenance team was deeply involved in renovating the terrace, flower beds and other facilities.

The team weeded the area, purchased and installed new live plants, mulched the flower beds, cleaned the soil, built furnishings and applied a protective product to the benches and tables.

We are grateful to all the team members for their dedication and professionalism and for making residents' wellbeing a top priority.



The garden terrace at the back of Jeffery Hale.

Logistical Services

The past two years led to the launch of numerous activities in the area of logistical services. These activities were optimized significantly at Saint Brigid's. The main initiatives are summarized below, together with the principal changes made with a view to offering quality services to our clientele.

As regards food services, we replaced and improved most of our kitchen equipment. In addition, all residents were consulted on menu offerings and were given an opportunity to make their own choices. This was done in collaboration with the families and nursing staff. We also implemented a different monthly theme-based menu to enhance our residents' experience. In addition, during warmer weather, residents were offered frozen desserts and lemonade. Furthermore, to better meet residents' needs, the logistics manager is very involved with the Residents' Committee. Please

note that a laundry renovation project is also underway at Saint Brigid's.

We acquired new carts to distribute residents' laundry, thus facilitating matters for the nursing staff. We also resumed labelling so that residents' clothing does not go astray. A number of solar panels were replaced in the users' dining rooms in the Jeffery Hale facility.

To ensure the safety and security of all involved and to facilitate access to the facility, we put up new signage in the parking area at Saint Brigid's.

In addition, a storekeeper joined the team at Saint Brigid's to ensure better management of the medical supply procurement process. In addition, the logistics employees completed the relevant training activities with a view to honing their skills. These employees continue to update their training as needed.

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 2019-2021.

The Commissioner would like to thank everyone who 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 2018-2019 and 2020-2021

Comparison of files completed	2019 2020	2020 2021
Amount of complaints received	18	9
Amount of interventions	8	2
Amount of assistances	7	6
Amount of consultations	0	0
Total of files completed	33	17



Centre of Expertise on the Adaptation for English-Speaking Communities in Health and Social Services

Created in March 2019, the **Centre of Expertise on the Adaptation for English-Speaking Communities in Health and Social Services (CE-ACCESS)** brings together partners from the English-speaking community in Quebec City, along with members of the health and social services network and researchers, with a view to improving adapted services geared towards Anglophones in Eastern Quebec and making these services more accessible.

Since its creation and despite the slowdown in activities due to the pandemic, the Centre of Expertise has carried out the following initiatives and projects:

- Issued an evaluation report on Wellness Centres in the province of Quebec.
- Completed the initial phase of the Geodata project.
- Evaluated the implementation of the CE-ACCESS.
- Launched its website.
- Taken part in our partners' events and training activities.

Work has also begun on the following projects:

- Training for members of the Regional Committees on access programs for English-language healthcare and social services.
- A report on knowledge and perceptions of the service offer and relations between community organizations in Quebec.
- A research/action study on long-term HR management of healthcare staff working in a linguistic minority context.
- The second phase of the Geodata project.
- Evaluating JHSB's evolving translation process with a view to improving access to information.
- An evaluation project, in collaboration with the Canadian Institutes of Health Research (CIHR),

dealing with the optimization of resilience to COVID-19 among linguistic minorities in long-term care in New Brunswick, Quebec and Manitoba.

For further information on the CE-ACCESS, please visit the following website:

<https://centreexpertiseaccess.com>

Jeffery Hale Geolocation Project (Geodata)

Jeffery Hale – Saint Brigid's cares deeply about client service. To develop an adapted and appropriate service offer, it is essential to gain an understanding of the needs and characteristics of individuals and the communities in which they live. To that end, the Geodata project seeks to create an evolving visual data model, including information on available services and the particularities of certain communities (profiles, vulnerabilities, support, etc.) and their needs.

This tool will enable JHSB and the partner organizations with which we work for the wellbeing of the communities we serve to make more informed decisions about the service offer.

COVID-19 Pandemic

Lest we forget – in memory of the loved ones lost to COVID-19

On June 22, 2020 and March 11, 2021, events were held to honour the memory of the residents we sadly lost over the past year.

On June 22, 2020, a commemorative recording was broadcast over the JHSB's intercom system with the participation of oboist Emma Ahern; Brigitte Paquette, Assistant Deputy to the CEO; Dr. François Piuze; Mr. Bédard; Mr. Côté; the residents; and Helen Walling, President of the JHSB Friends' Foundation. The residents, caregivers and staff took part in all areas of the facilities in compliance with social distancing rules. Thanks to the JHSB Friends' Foundation, specially designed T-shirts bearing the JHSB logo were distributed as a symbol of our profound solidarity during these difficult times.

On March 11, 2021, an event was organized to mark the pandemic's one-year anniversary. This was held

in parallel with a province-wide ceremony organized by Quebec Premier François Legault. A touching message of recollection and contemplation was broadcast over the intercom system in both facilities. The JHSB Friends' Foundation generously presented bouquets of white roses to each care department, along with tiny electric candles to mark this precious moment of solidarity.

We thank you all for your ongoing efforts to care for our beloved residents. Each one of you plays an essential role in the pursuit of JHSB's mission; we are extremely grateful to you.

A video was created to remember this touching event: <https://bit.ly/38NyLTB>



The memorial service on March 11, 2021, at Jeffery Hale and Saint Brigid's Home.

Social and Cultural Activities

Employee Recognition Activities

Before the pandemic disrupted our day-to-day lives, our employees received a number of special visitors during the 2019 Holiday Season. The «Baristocrates» were with us for two days, during which they handed out a range of comforting and delicious hot beverages to our employees. We look forward to welcoming them

back when public health measures allow.

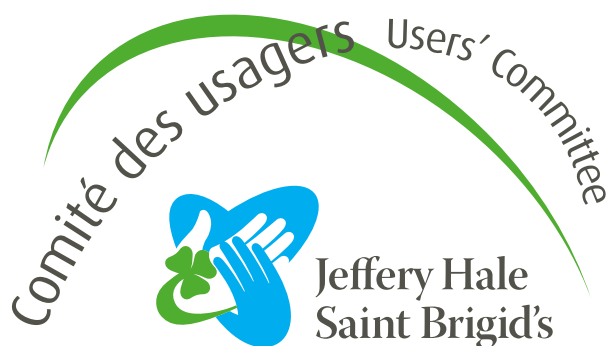
The past 18 months posed numerous challenges with respect to our employee recognition activities. During that time, we were limited by the public health measures in place, which were designed to protect not only our residents, but also our employees; these measures, however, prevented us from organizing any employee recognition activities. Nevertheless, the JHSB recognition team, in collaboration with management, found a way to shower our employees with kindness during the pandemic. We would also like to thank our various donors for their contributions, including the JHSB Friends' Foundation, Saint Brigid's Guild, Biscuits Leclerc, Tim Horton's, CIUSSS de la Capitale-Nationale, Dr. Clown, NATIONAL, the National Battlefields Commission, Canada Post, the City of Quebec, Sephora, Alimentier la première ligne Québec and Maxim.



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.



Users’ Committee and Residents’ Committees

The JHSB User’s Committee and the Jeffery Hale and Saint Brigid’s Residents’ Committees are dedicated to helping users. If you are a JHSB user, these committees can provide you with information and assistance. Autonomous and made up of volunteers, these committees will represent you in dealings with the JHSB; they also contribute to ongoing improvements in care/service quality at JHSB and in its living environments. Certain members of the JHSB Users’ Committee play an active part in other committees, including the JHSB Advisory Committee and the Ethics Committee, as well as the User’s Committee of the *CIUSSS de la Capitale-Nationale*.

To contact any of the above committees, please call 418-684 5333, ext. 11910.

Connected to our Community Partners

Wellness Centre

Following the signing of the partnership agreement between the JHSB community partners and the *CIUSSS de la Capitale-Nationale* in 2018, the Wellness Centre (WE) skilfully provided its full range of services over the past two years. It also adapted its offer during the pandemic to continue organizing activities for English speakers despite the restrictions in place.

Thanks to various programs, including Family Matters, Well 50+, wellness activities at Saint Brigid’s and We Belong Special Needs, the JHSB community partners were able to help hundreds of parents, children and seniors to stay socially active. 2020 2021 also marks their 30th anniversary, as well as the 25th anniversary of the Christmas Hampers campaign, which was a resounding success: the fundraising target of \$50,000 was exceeded! Thank you to all community donors.

Aging in Community

This initiative is based on needs expressed by JHSB’s community partners to re-evaluate their strategies aimed at remaining in contact with seniors and offering them appropriate and relevant support. To achieve the community’s shared goal, we must update our knowledge of its emerging needs, in addition to ascertaining whether the available services still meet their needs.

The strategic approach of the Aging in Community initiative consists of boosting collaboration via knowledge sharing. This approach seeks to pool resources with a view to resolving complex issues and reaching goals that would be impossible for a single organization. The initiative will apply this newly acquired knowledge to improve the care and services we provide to seniors and their families. The initiative will also make it possible to bring partners together so they can actively apply the knowledge they acquire while sharing their decision-making powers. This approach will also foster the use of data aimed at directly improving various organizational processes, including collaborative decision-making, innovation and individual/group learning.

Volunteers

Despite numerous logistical challenges over the past year, the pandemic did not bring the WE's activities to a complete standstill! Here is an overview of the volunteers' efforts from 2019 to 2021:

