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# ANNUAL REPORT

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CARE TO IMAGINE • CARE TO LEARN • CARE TO KNOW • CARE TO BE AMAZED

Saint Elizabeth Health Care

1908 100 2008

Ahead by a Century

saint  
**ELIZABETH**  
HEALTH CARE & FOUNDATION



CHAIR AND CEO REPORT

Saint Elizabeth Health Care (SEHC) is ahead by a century this year as we proudly celebrate our 100th anniversary. At this historic time, SEHC embraces the richness of our past while focusing our vision on the promising and diversified future ahead. Over the past 100 years, SEHC has experienced tremendous transformation. We have grown from a modest staff of four visiting nurses, to our current position as an award-winning home and community care organization and not-for-profit leader. We now have a dynamic talent team of nearly 4,000 working to deliver over three million annual visits. Through the inevitable challenges a century of experience brings, SEHC has remained dedicated to our Catholic roots and mission to serve the physical, emotional and spiritual needs of individuals and families in their homes and communities.

to celebrating our centennial year, the conference also promoted the use of research, evidence and innovation at the individual, organizational and systems level of health care.

In response to an increasing need to build and enable health-care capacity in the community, the Board and leadership team have set an unwavering focus on achieving

*SEHC's value proposition is that we understand, provide and envision all that care can be to individuals, communities and the world by enabling people with the tools and resources to take control of their health.*

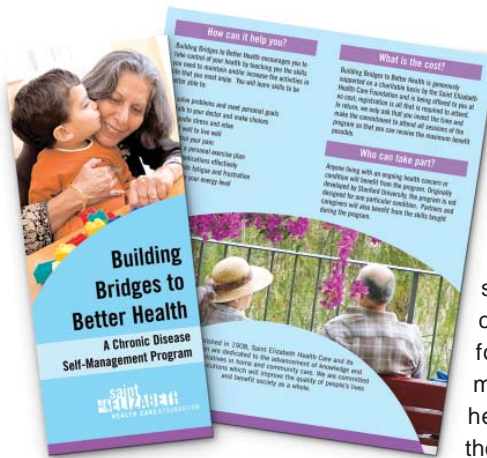
a long-term vision throughout the next decade and beyond. This *Vision 2020* initiative is rooted in our desire to transform home health care and enrich health and life experiences for people in Canada and throughout the world. It will provide our organization with the inspiration and tools needed to confront future challenges and ensure that we can continue to deliver amazing care from amazing talent. We will strive to be a human face in health care and to offer a more personal care experience. Our current vision encompasses the essential need to build phenomenal processes, recruit and engage our talent and increase our responsiveness through thoughtful, yet quick decision making. Our intent is for



Always on the leading edge of knowledge and change, SEHC's experience will prove to be indispensable as we look forward to our future course as a leader in knowledge exchange and talent engagement. This year, in keeping with our current vision to be a phenomenal knowledge and care exchange company, SEHC held a two-day research conference in Toronto entitled *Forging Ahead: Evidence to Innovation*. In addition

SEHC to be regarded as a trusted advisor to clients, customers and partners, as well as create an outstanding care experience that is sustained by knowledge exchange and education.

The Board and leadership team have endorsed a strategic framework that will guide our actions and accomplishments through the identification of corporate objectives, based on our strategies and the needs of the people we serve. SEHC's value proposition is that *we understand, provide and envision all that care can be to individuals, communities and the world by enabling people with the tools and resources to take control of their health.* The Saint Elizabeth Health Care Foundation embodies our values and is dedicated to raising funds for the advancement of knowledge and charitable initiatives in home and community care. For example, this year the Foundation



has contributed \$250,000 towards establishing our charitable *Building Bridges to Better Health* program, which is an integrated model for the self-management of chronic diseases for individuals to manage their own health and increase their quality of life.

With a century of experience behind us, SEHC eagerly looks forward to the next 100 years. Community health care has seen many changes in the past century and the need for our work continues to grow. We are focusing our vision on transforming care by listening to people and responding to what they need. We believe the future will see people at the centre of a health-care system that revolves around them and the communities they live in, and we will be there at the forefront to provide a phenomenal care experience.



*Michael Decter*

**Michael Decter**  
Chair of the Board



*Shirlee Sharkey*

**Shirlee Sharkey**  
President and CEO



## CORPORATE STRATEGIES

### Growth and Diversification

- Continued to expand and develop our work with Canada's First Nations communities including successfully completing Phase I and II of the Patient Wait Time Guarantee project in partnership with the Assembly of Manitoba Chiefs for the prevention, treatment and care of clients with diabetic foot ulcers in First Nations communities. We have also expanded the number of communities in British Columbia, Saskatchewan and Manitoba using @YourSide Colleague®, our web-based education tool, from 91 to 173.
- Responded to the needs of individuals living with chronic diseases by establishing an internationally recognized program for the self-management of conditions, such as diabetes, asthma and arthritis. This charitable program was supported by \$250,000 in funding from the Saint Elizabeth Health Care Foundation and



\$40,000 in "Aging at Home" funding. The approach has been developed according to Stanford University's *Chronic Disease Self-management Program*, which is based on reliable evidence

that suggests that the participants of this

program can decrease the number of days spent in hospitals.

- Renewed or extended existing CCAC service contracts to successfully maintain our market leadership position in Ontario.
- Awarded \$568,000 by the Nursing Secretariat of Ontario for two individual studies focused on Evidence Informed Decision Making and Nursing Workload and the Impact on Client Outcomes.
- Successfully submitted two proposals to become a demonstration pilot site for the HealthForceOntario Nursing Human Resource Planning project. A total of \$500,000 was awarded for these projects:
  - ALIVE, Community Nursing Leadership Development* focused on the development of front-line nursing managers; and *Top 30 Rising Stars*—a partnership with Toronto Public Health and Women's College Hospital—focused on succession planning for young leaders.
- Awarded \$350,000 by HealthForceOntario for the development and testing of an Interprofessional Education model for diabetes across the continuum with Women's College Hospital and a Community Health Centre.





- Worked with the Central LHIN and to secure Central CCAC \$1.1 million Aging at Home funding for creation of 30 convalescent care beds. SEHC is the exclusive provider of enhanced services to these nursing home beds including nursing, personal support and therapies.

## Talent

- Created a new SEHC Community Personal Support Worker Scholarship to provide \$2,000 to a PSW who is pursuing ongoing education with a focus on home and community care.
- Increased our dynamic talent team by hiring 35 recently graduated nurses through the ministry-funded New Grad Guarantee program and achieved an 84% retention rate.
- Achieved an 80% engagement score for service delivery centre managers on the 2007 Best Employer Survey.
- Participated in 20 external committees, provincial and national associations and boards including the Ontario Provincial Palliative Care and Hospice Association, and the Academy of Canadian Executive Nurses.



- Demonstrated commitment to meeting the target of 100% PSW-certified staff, set by the Caplan Review in 2005 by achieving 97% certification of our PSW staff across the organization.
- Participated in 30 presentations locally and nationally focused on clinical areas of expertise, innovation and evidence-informed practice and decision-making.

## Learning and Development

- Implemented a five-day Supervisory Development certificate program delivered to 58 of our front-line supervisors in partnership with Ontario Community Support Association.
- Hosted two educational symposiums in London and Durham Regions with a total attendance of 400 PSWs from SEHC and other organizations across Ontario.
- Awarded two Registered Nurses Association of Ontario fellowships, including Cognitive Impairment of Older Adults in the Community; Effective Leadership for the Successful Implementation of the Community Health Nursing Standards of Practice; and a Registered Practical Nurses of Ontario (RPNAO) fellowship Examining the Role of





the Registered Practical Nurse in Home Peritoneal Dialysis. The RPNAO fellowship was profiled at the RPNAO 50th Annual General Meeting in Ottawa.

- Provided Tuition Assistance Program funding to 105 employees, a 33% increase compared to the previous year.

### Phenomenal Processes

- Achieved recognition through 10 awards, including Company of the Year and Business Innovation from the Markham Board of Trade for excellence in innovative business practices.



- Maximized role accountability for Registered Practical Nurses through new processes, systems and tools to support an increase in knowledge, aligned with the new College of Nurses Ontario diploma program curriculum.
- Influenced the patient safety agenda on a provincial and national level through participation on the Canadian Patient Safety Institute's Advancing Safety in Home Care in Canada Formative Research Team.
- Achieved our fourth consecutive three-year accreditation with Accreditation Canada.

- Contributed our knowledge and data from the implementation of a medication reconciliation process for the community sector to the Safer Health Care Now! national database.

### Innovation

- Launched a \$1.5-million investment to establish a knowledge institute called the Care to Know Centre and a grants program to enable and fund knowledge generation and evidence-informed decision-making within the health-care sector.
- Hosted *Forging Ahead: Evidence to Innovation*, a research conference that brought together decision-makers, researchers and policy-makers to build a collective wisdom from diverse perspectives. Presenters at the conference included John Hirdes, Adalsteinn (Steini) Brown and Francesca Grosso.
- Invested in the creation of an Electronic Health Record through the creation of a mobile documentation and clinical chart in collaboration with MedShare that has been successfully user-tested with nursing staff at our Windsor service delivery centre.





- Awarded \$375,000 by the Ministry of Health and Long-Term care to purchase 124 electronic tablets for testing in the Simcoe County area over the next 12 months.



**Recognized the contributions of our staff celebrating long-service anniversaries in 2007-2008:**

30 years – 3	15 years – 20
25 years – 2	10 years – 86
20 years – 5	5 years – 184

**Total visits**

3.3 million



- Selected as a Canadian Information Productivity Award finalist, which recognizes an organization's outstanding achievements in the strategic use of innovative information technology solutions.
- Awarded the Canadian Society of Telehealth Award for best innovation in technology and learning and enabling the "I Care to Know" culture.





## Foundation Update

For over 10 years, the Saint Elizabeth Health Care Foundation has focused its charitable efforts towards meeting the distinct health-care needs of Canada's communities. Thanks to the generous donations of our funders and support of our partners, the Foundation continues to raise funds for the advancement of knowledge and charitable initiatives in home and community care.

This year, we continued to build on our mission to raise funds, as well as focus on the needs of remote and underserved communities. For example, through the Partners for Aboriginal Health initiative, the Foundation is helping to close the gap in health status and quality of life between the First Nations and other Canadians. The program offers health providers in First Nations and Inuit communities with any time access to learning tools that reflect current best practices in areas such as diabetes, wound care and palliative care. This year, with the support of the Foundation and partners such as Health Canada, the number of communities in British Columbia, Saskatchewan and Manitoba



using @YourSide Colleague® increased by 90% compared to the previous year.

We have also made great strides in raising the profile of the Foundation with our staff across the province. There is representation from each service delivery centre on our Employee Fundraising Committee, which promotes the Foundation and its charitable programs to fellow staff, as well as within their local communities.

Together with SEHC, the Foundation will carry on our work to provide people with more confidence, convenience and control in their health care.

## Program and Campaign Highlights Include:

- In recognition of SEHC's 100th year of serving the physical, emotional and spiritual needs of individuals and families in their homes and communities, the Foundation hosted the *Imagination Ball* at The Carlu in Toronto. This was our premier fundraising gala in support of our *Caregiver Support Program*. This program enhances the health and quality of life of people and families in need by providing individualized charitable respite care and supportive services, including counseling, education and caregiving instruction.
- Organized the 11th Annual Home for the Holidays campaign to provide essential



health-care services to individuals and families in need over the holidays.

- Provided support and education to individuals and families in home-care situations by sponsoring the publishing and printing of two illustrated, easy-to-follow guides—*Caring for Loved Ones at Home*, and *Family Hospice Care*—and distributed them free-of-charge across Canada.
- Organized the 4th Annual Silent Charity Auction, thanks in part to SEHC employees, who contributed items to the silent auction. The raised funds went towards our *Caregiver Support Program*.
- Established the charitable *Building Bridges to Better Health* program, which is an integrated model for the self-management of chronic diseases for individuals to manage their own health and increase their quality of life.
- Provided free grief and bereavement support visits to clients and their families before, during and after the client's death. Our role is to listen, guide and support the client and family, to foster hope even as we encourage the client and family to express their sorrow and concerns, and to provide counseling, support

and advice to the family after the client's death.

## Care to Give. Give to Care.

There are a number of ways to support

*The Caregiver Support Program enhances the health and quality of life of people and families in need by providing individualized charitable respite care and supportive services, including counseling, education and caregiving instruction.*

the Saint Elizabeth Health Care Foundation and our work, including making a donation by phone, mail or fax, or online. Options for planned giving, monthly giving, and tribute and honorarium gifts, are also available.

Donations are essential for supporting and sustaining our charitable programs in communities across Canada. Your support is greatly needed and appreciated.

**For more information, visit [www.saintelizabeth.com](http://www.saintelizabeth.com) or contact our national fundraising office at 905.940.9655 ext. 6516**



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Ahead by a Century

For 100 years, SEHC has anticipated and adapted to the health needs of clients and communities, pioneering new programs and reaching out to those in need. By fostering innovation and championing change, we have been helping to shape a more accessible, responsive and sustainable health-care system — one that is built on quality, convenience, customization and the strength of our collective wisdom and diverse perspectives.

**saint ELIZABETH**  
HEALTH CARE & FOUNDATION

100 Years of Phenomenal Care

Saint Elizabeth Health Care  
1908 **100** 2008  
Ahead by a Century

Care to imagine  Care to be amazed

[www.saintelizabeth.com](http://www.saintelizabeth.com)



## Board of Directors 2007 – 2008

### Officers

Michael Decter, *Chair*  
Shirlee Sharkey, *President & CEO*  
Daniele Bertrand, *Vice-Chair & Treasurer*  
Ruth Corbin, *Secretary*  
John Burns, *Past Chair*

### Directors

Don Schurman  
Ted Freedman  
Paul Sulkers  
Ron Yamada  
Peter Jensen  
Michael Fullan

### Vision

Saint Elizabeth Health Care will be a phenomenal knowledge and care exchange company.

### Mission

Saint Elizabeth Health Care shares its talent and wisdom to serve the physical, emotional and spiritual needs of individuals and families in their homes and communities. Inspired by our historic roots and traditional respect for human dignity, we strive to care with professional excellence and compassion.

### Values

At Saint Elizabeth Health Care, we believe in the intrinsic value of each person by respecting life and fostering human dignity. Our passion for professionalism and high-quality service is enhanced by nurturing the human potential of our workforce and encouraging innovation, energy and agility. Promoting a climate of growth, change and excellence, we believe in bringing health to life and making a valuable contribution to those we serve.

### Value Proposition

Saint Elizabeth Health Care understands, provides and envisions all that care can be to individuals, communities and the world by enabling people with the tools and resources to take control of their health.



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90 ALLSTATE PARKWAY, SUITE 300, MARKHAM, ON L3R 6H3  
T: 905.940.9655 • 1.800.463.1763 • F: 905.940.9934  
[www.saintelizabeth.com](http://www.saintelizabeth.com) • [www.sehc.ca/100](http://www.sehc.ca/100)