



Saint Elizabeth

Well beyond health care

A year of
transformation

2010/2011 Annual Report

Message from the Chair and CEO

Meaningful and transformative change emerged at Saint Elizabeth during the 2010/2011 year. From the realization of a new corporate identity to our continued growth across Canada, our vision, *to honour the human face of health care*, remains at the core of Saint Elizabeth.

Within this annual report we feature top-line information on our newest business initiatives, pioneering advancements in health care and details about our phenomenally talented staff.

Our recent successes can be encapsulated into the following points:

- We successfully laid multiple building blocks for the future in order to establish Saint Elizabeth as a national organization.
- Our staff continued to investigate and establish new methods of achieving superior health care.
- We finalized the implementation of a number of technology-related improvements including the distribution of smart phones to all frontline staff.
- We surpassed our financial goals despite a challenging economic climate.

This year, we've reached new heights both metaphorically and literally - our new Saint Elizabeth logo now sits proudly atop our home office in Markham, Ontario. And, it's with a "no limits" attitude that we remain firmly committed to delivering exceptional service and quality.



A handwritten signature in black ink that reads "Noreen Taylor".

Noreen Taylor
Chair of the Board



A handwritten signature in black ink that reads "Shirlee Sharkey".

Shirlee Sharkey
President & CEO

With our rich history of 100+ years of caring for the health of Canadians in their homes and communities, we are proud of our gold-standard client service. Dedicated teams at Saint Elizabeth continue to engage innovative thinking to ensure that we are highly responsive to client needs and work to exceed their expectations. In light of this objective, we have invested in numerous projects related to unleashing a deeply personalized health care experience.

CLIENT-CENTRED CARE REVIEW

Over the last year, we advanced our understanding and created new frameworks through applied research projects including the largest ever overview of client-centred care research - a program funded by Health Canada and conducted by the Saint Elizabeth Care to Know Centre. This literature review and associated fact sheets offer practitioners, policy makers and the public an unprecedented synthesis of literature focused on client-centred care.

"KEEPING THE 'HOME' IN HOME CARE" VIDEO PROJECT

Saint Elizabeth supported a ground-breaking video project focused on client needs which was developed and produced by Dr. Paul Holyoke, who recently joined Saint Elizabeth as Director of Research and Program Development. This post-doctorate research project was funded by Saint Elizabeth's Care to Know Centre and the Canadian Health Services Research Foundation. This research involved documenting the experience of home care clients who receive personal support services and investigating ways the delivery of these services could evolve to maximize clients' positive experiences.

ADVANCING ONLINE TOOLS

In order to share additional knowledge with clients and families, we developed new online tools and programs. Firstly, Saint Elizabeth launched *My Health Exchange* on CareToKnow.org piloting direct-to-client information focused on palliative and diabetes care. We will be expanding this tool and incorporating client feedback. Additionally, we created the Caregiver Compass, an online, interactive and in-depth resource that helps informal caregivers navigate their role. The Caregiver Compass will be released in late 2011.

Fostering the Client Experience



Fostering the Client Experience

SECURE CUSTOMIZED CONTACT WITH CLIENTS

Another innovative project features our partnership with Tyze Personal Networks. Tyze is an acclaimed social venture software company that enables secure, online personal networks that bridge the gap between formal and informal networks of care for individuals. Saint Elizabeth is working with Tyze to pilot this web-based tool. Ultimately, it will enable communication, education and enhanced interaction, customized for each person.

HOMING IN ON THE CLIENT EXPERIENCE

We furthered our vision to *honour the human face of health care* by undertaking an extensive review of our client experience processes with a team of Saint Elizabeth leaders and external consultants. This intensive analysis has influenced our decision-making, our systems and our processes to now be more inclusive, proactive and aligned to advancing exceptional client experiences.

What is health care without people? As an organization committed to the professional development of health sector professionals, we are driven to advance skills and experience within the home and community sector and to build on the talents of our staff.

PROFESSIONAL DEVELOPMENT ASSISTANCE FOR STAFF

In 2010/2011, we distributed almost \$48,000 to 83 Saint Elizabeth staff through our Tuition Assistance Program. This program provides support to those enrolling in courses or training related to their roles and it is a cornerstone of our efforts to help our phenomenal staff become the best they can be.

SCHOLARSHIPS AND BURSARIES

Each year, Saint Elizabeth offers a number of bursary and scholarship opportunities. These awards were offered and awarded in 2010/11.

- The 4th Annual PSW Professional Development Scholarship is offered by Saint Elizabeth, the Personal Support Network of Ontario and the Ontario Community Support Association. The \$2,000 scholarship is given to a personal support worker in Ontario who wishes to advance his/her expertise and leadership in Personal Support by taking courses at a recognized educational institution in Ontario.
- As announced at our 2010 Annual General Meeting, we have launched the 1st Annual Michael Decter Scholarship which funds a graduate student enrolled in a health leadership or health policy program in Canada. This award is valued at \$5,000.
- The Saint Elizabeth Health Care Community Nursing Scholarship is valued at \$2,500 and provides an opportunity for a registered nurse who wishes to pursue education at the baccalaureate or graduate level in order to pursue a career in the field of Community Nursing. Preference is given to nurses studying at the baccalaureate level.
- The Canadian Nursing Students' Association and Saint Elizabeth Scholarship is awarded annually to a student in his or her final year of nursing studies who shows a significant interest in pursuing a community health position. Valued at \$2,000, the recipient also receives an all-expense paid trip to spend a day at Saint Elizabeth and meet with our President and CEO, Shirlee Sharkey.

We are also currently developing two awards in memoriam - The Joan Lesmond Scholarship and the Robin Leibovitz Scholarship.

Investing in People



Investing in People

SAINT ELIZABETH STAFF RECOGNIZED WITH AWARD

The Champlain Community Care Access Centre held four events across Eastern Ontario for its annual “Heroes in the Home” awards. Award recipients included family members, friends, community volunteers, personal support workers, case managers, nurses, therapists or other health care professionals. We are proud that 10 Saint Elizabeth staff in Ottawa and Eastern Counties were honoured and congratulate them on this acknowledgement of their wonderful work.

Amanda McCosham, RN/CRN

Glenda Jackson, Coordinator

Joy Cumberbatch, RN

Janet McNamara, Coordinator

Julie Desgroseillers, RPN

Lee Ann Hudson, RPN

Linda Leroux, RPN

Manon McConnell, RN

Patric Campeau, RPN

Ryan Kingma, RPN

REACHING MORE FIRST NATIONS COMMUNITIES

The success of the Saint Elizabeth First Nations, Inuit and Métis program continues to grow. The program now reaches more than 280 First Nation communities and organizations, and almost 1,000 health care professionals from coast to coast.

In addition, the program was recently awarded two national contracts including one by the Canadian Partnership Against Cancer. The focus is to work in partnership with First Nation communities across Canada to understand the gaps and barriers in cancer control and document leading models of cancer care and culturally appropriate resources originating from First Nation communities.

Awarded by Health Canada, the second contract entails reviewing and updating the First Nations and Inuit Home and Community Care Program Standards. These updated program standards will assist First Nations and Inuit communities in meeting the changing needs of home care programs and supporting the delivery of quality care and services within the communities.

“Our national expansion was made possible by the demonstrated impact of the program to support community health care providers in making care decisions and enhancing quality of care at the local level.”

- Tracy Scott

Knowledge Liaison, First Nations, Inuit and Métis Program



Expanding to Reach More Canadians

Expanding to Reach More Canadians

INCREASING OUR REACH IN BRITISH COLUMBIA

In 2011, we successfully acquired Community Home Support Services Association (CHSSA) in British Columbia.

Established in 1938, CHSSA was the oldest home support provider in B.C. with a rich history of service. Recent contract awards with both the Vancouver Coastal and Fraser Health authorities were further recognition of CHSSA's high quality services. With over 700 staff, CHSSA provided invaluable assistance to thousands of clients and was known for building capacity in the community through its accredited training institute for residential care workers/community health workers.

"CHSSA added several exciting dimensions to our work in B.C. including greater service capacity for clients, deeper insights into the B.C. health sector and an opportunity to work more closely with regional health authorities. The educational program CHSSA developed paralleled Saint Elizabeth's commitment to be a leader in knowledge creation and sharing, and it enabled us to support a fast growing front line health care group."

~ **Shirlee Sharkey**

President & CEO, Saint Elizabeth





CARE IN THE RIGHT PLACE

In the spring of 2011, Saint Elizabeth completed a project on behalf of the Champlain Local Health Integration Network (LHIN) which assessed patients in acute care who were designated for an alternate level of care. Each patient's discharge plan and the destination to which the patient was to be moved was reviewed. The goal was to explore the available opportunities to support the patients in the best way possible.

"Our recommendations built on the foundation of work already completed by the LHIN, local hospitals and community partners, and included recommendations for each of the assessed patients as well as recommendations for broader system change."

- Rheta Fanizza

Senior Vice President, Operations, Saint Elizabeth

PATIENT NAVIGATION REFINED

In 2010, Saint Elizabeth and a partner consulting firm, KPMG, were contracted by Alberta Health and Wellness (AHW) to assist in the design of a system-wide patient navigation mechanism as one of several strategies to improve access, integration of services and health care experiences for Albertans. Working closely with AHW, Alberta Health Services and fellow consultants, Saint Elizabeth conducted an extensive literature review as well as research about the patient journey.

Expanding to Reach More Canadians

“Given our goal of exceptional client experience, we were excited to provide consulting services to Alberta Health and Wellness. Key to the project’s success was embracing a shift in service delivery where the focus is on people – not health systems or providers. When implemented, patient navigation efforts will be streamlined and health care providers will have the necessary tools and processes to help individuals and families better navigate the system and access other social and community services, as required.”

~ Lesley Larsen

Innovation Seeker, Saint Elizabeth



“Growth and diversification are critical to Saint Elizabeth’s continued success and relevance. Whether it’s adding 700+ team members in Vancouver, expanding our services to provide relief-staffing to a number of Toronto-area hospitals or working with the Province of Alberta in the development of a “patient navigation framework”, these new business initiatives reinforce Saint Elizabeth’s commitment and passion towards playing a meaningful role in the evolution of Canada’s health care systems.”

~ Neil Barran

Senior Vice President, Business Development, Saint Elizabeth

Expanding to Reach More Canadians

THE SAINT ELIZABETH FOUNDATION

In 2011, the Saint Elizabeth Foundation launched its *Putting People First* fundraising campaign with a goal to raise \$15 million dollars over five years. This initiative will reinforce and expand two of our signature programs – Caregiver Respite Support and First Nations, Inuit and Métis. These funds are vital to both the number of family caregivers we can support and furthering our reach in providing First Nations, Inuit and Métis communities with the resources and knowledge they require to better care for those in need.

“Providing great care is what Saint Elizabeth does, but what happens when people need relief from their caregiving duties, additional care because they have exhausted government-sponsored services, or greater access to community support systems? That’s where the Saint Elizabeth Foundation works to fill the gaps. Combine this with our First Nations, Inuit, and Métis program investments and the purpose and benefit of the Foundation becomes apparent. Thanks to the support of our many internal and external donors, we will continue to fill these ever growing needs.”

~ Janet Holder

Board Chair, Saint Elizabeth Foundation

A ROSE IS STILL A ROSE

With a focus on responding to client and system needs, we positioned all of our services under one name, *Saint Elizabeth*. This identity change is an important part of differentiating Saint Elizabeth in the health care sector while reinforcing the organization’s long history and culture. A new tagline “Well beyond health care” describes the organization’s focus on social innovation and references its mission and vision for people, the health system and society. This phrase is dynamic with a sense of reaching “beyond” the limits of health care. It closely mirrors a value within the organization to pursue innovations that unleash social imperatives and unparalleled client experience. This change in identity will incorporate all business entities and services provided nationally by Saint Elizabeth.

“Our new logo is rooted in one image, a rose, which is a symbol of our namesake Saint Elizabeth of Hungary. It represents the alignment of people, processes, and technology to provide the highest levels of quality and value to the health care system. The logo also reinforces the importance of the physical, emotional and spiritual needs of our clients, represented by three rose petals.”

~ Shirlee Sharkey

President and CEO, Saint Elizabeth

Expanding to Reach More Canadians

At the core of our services is a focus on quality. Many of our current projects take our exceptional measures of quality and push them further. Here is an example.

INTEGRATED CLIENT CARE PROJECT

Saint Elizabeth worked collaboratively with the Erie St. Clair and the Central West community care access centres (CCACs) to implement the Integrated Client Care Project (ICCP) launched in 2010. The concept for the ICCP is based on providing good value to clients, partners, funders and to the health care system. This project focused on achieving exceptional health outcomes, and ensuring that clients are cared for in the most effective way. In addition to conducting client focus groups and education sessions for clients and caregivers, the project team developed and tested an integrated chart for nursing, allied health teams and personal support workers for clients with lower leg ulcers. As of October, 2010, this initiative was established as an ongoing program which will continue to grow and evolve. Saint Elizabeth has also been asked to partner with the Toronto Central CCAC on the next phase of the ICCP project – palliative care.

“The Integrated Client Care Project has been an exciting opportunity for the Erie St. Clair Community Care Access Centre to work with Saint Elizabeth. We promote this type of collaborative approach in all of our projects to improve the quality of care for our clients in the community setting. We look forward to exploring continual innovative approaches to wound care in our community”.

~ Cheryl Zaffino

Client Services Manager, Erie St. Clair Community Care Access Centre

“We continue to see improvements in clinical outcomes along with high levels of client satisfaction with the care they are receiving.”

~ Nan Clark

Project Lead, Central West, Saint Elizabeth

Focusing on Quality

To better position Saint Elizabeth to build and share knowledge with our staff, partners and the sector, we undertook some compelling initiatives over the past year.

SOCIAL MEDIA IN ACTION

In June 2010, we launched the caretoknow.org website to facilitate connections between individuals and families to further their knowledge about health care and caregiving through exchanging information with others interactively. The site:

- Is recognized by Accreditation Canada as a “Leading Practice”
- Has been named one of the “Top 2.0 Services in Medicine – 2010” by Health Knowledge Library HLWIKI Canada
- Has over 350 active user accounts
- Has received over 76,000 page views since launch
- Has over 1100 Twitter followers

“Shaping best practices, sharing knowledge and providing insight around health care – that’s the crux behind The Care to Know Centre and CareToKnow.org.”

~ Nicole Beben

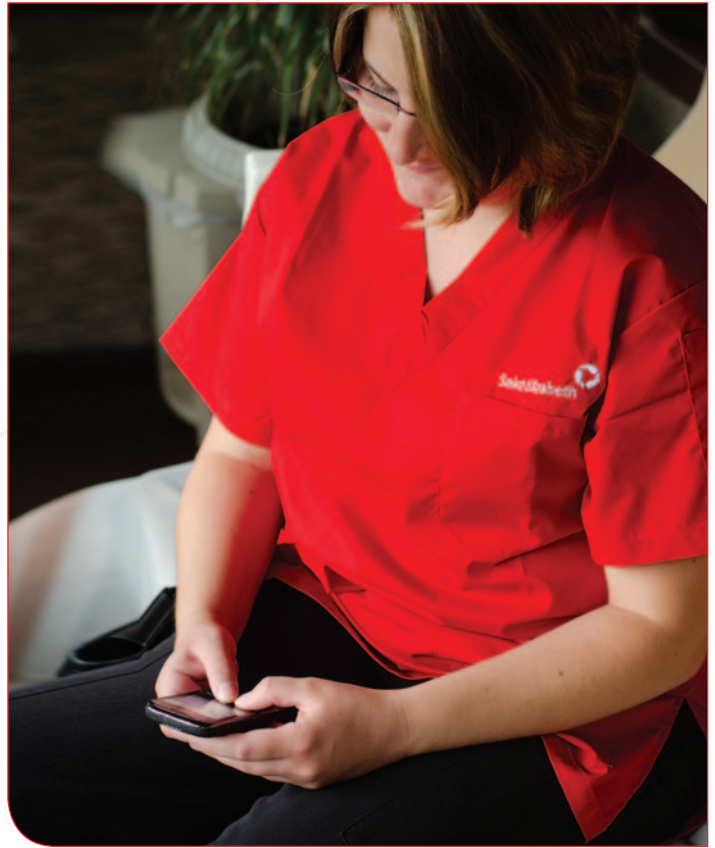
Executive Director, Saint Elizabeth Care to Know Centre

CEO BLOG GARNERS ATTENTION

Launched in early 2011, Shirlee Sharkey’s CEO blog houses ideas, interviews, videos, concepts and opinion pieces related to creative and innovative opportunities for transformation within Canada’s health care system. The blog has received over 2200 visits and 7,000 page views since its inception. To read, comment, or subscribe, go to: <http://blog.saintelizabeth.com/>

Evolving Wisdom

Business Transformations



DEEPENING OUR TECHNOLOGICAL EFFICIENCY

We recently completed our rollout of over 3,000 BlackBerry smart phones to front line staff which has proven extremely effective from both a communication and an efficiency standpoint. Since the rollout, there has been an over 30% increase in real-time visit verification. We are very close to reaching our goal of 100% verification via electronic means which will allow more time for client care. The implementation has also greatly advanced our ability to communicate with staff in real time.

E-LEARNING GETS BETTER ENGINE

This past year saw the E-Learning team take on the exciting task of revamping the engine behind @YourSide Colleague® - our web-based learning system - to making knowledge sharing, both for our staff and our external partners, faster and more user-friendly. The changes also enabled a more personalized educational experience for all users.

Long-Service Celebrations:

5-9 years	1,035
10-14 years	536
15-19 years	68
20-24 years	25
25-29 years	9
30+ years	12

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Saint Elizabeth

Well beyond health care

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