

# Report to the community

Highlights from 2017-2018  
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



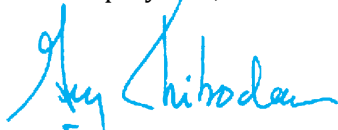
This year was filled with many promising projects as Jeffery Hale – Saint Brigid's leveraged its partnerships with the English-speaking community to meet existing challenges following the 2015 grouping with the Centre intégré universitaire de santé et de services sociaux (CIUSSS) de la Capitale-Nationale. To that end, the Jeffery Hale – Saint Brigid's Advisory Committee, the Jeffery Hale Networking Table and the SAPA Strategic Committee for Services in English are making a tremendous contribution to establishing new ways of working together.

Over the years, the English-speaking community has played an active role in supporting the achievements of Jeffery Hale – Saint Brigid's. This past year, special focus has been placed on reviewing and adapting into English the mission, values and Code of Ethics to the specific nature of Jeffery Hale – Saint Brigid's. The SAPA Strategic Committee for Services in English addressed the issues of access and improvements to the bilingual living environment at Saint Brigid's Home. Moreover, the Strategic Committee on Bilingual Human Resources is working on improving the recruitment, hiring and retention of bilingual staff, as well as the employee on-boarding procedures. Lastly, work on the Policy on the Language of Service and its adaptation to the CIUSSS has resulted in the adoption of procedures on accessing interpretation and translation services.

These initiatives demonstrate the willingness of the CIUSSS de la Capitale-Nationale to ensure that Jeffery Hale – Saint Brigid's and its partners remain leaders in the health community and key providers of linguistically and culturally relevant health and social services. The coming year will bring about other innovative projects, including a first-line medical services offering and a Campus Project at Saint Brigid's.


In closing, I would like to acknowledge the exceptional contribution of the staff, Advisory Committee, Users' Committee, Jeffery Hale – Saint Brigid's Residents' Committees and all our partners in the community who work with us on advancing our mission. Their commitment and responsiveness to the needs of the community help 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 to the Deputy CEO,



Brigitte Paquette



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

### Jeffery Hale Community Services

**Jeffery Hale Community Services (JHCS)** offers the English-speaking community CLSC-type services provided by an experienced, committed and bilingual interdisciplinary team. More specifically, it offers a range of youth and family services, mental health programs and, for people experiencing loss of autonomy, home care and a day centre. Our team of psychosocial professionals has also become the regional expert in crisis intervention.

Again this year, the team at JHCS has worked on meeting the numerous requests for services from the English-speaking committee. The following table provides an overview.

### Services to Cultural Communities

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

Interpretation services ensure the safety and quality of health and social services. The Bank of Interpreters features 80 interpreters, 50 languages of service, 5,160 interventions (21,347 hours of interpretation) in 31 languages across health and social services institutions in the Capitale-Nationale region and in Rimouski. Arab (Syrian refugees, 37%), Swahili (refugees from the Great Lakes region of Africa, 15%), Spanish (Columbian refugees, 10%) and Nepali (9%) are the most requested languages. Nearly one quarter of the interventions are for the Refugee Health Clinic.

#### The Refugee Health Clinic

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



The multidisciplinary team includes doctors, nurse clinicians, nurse practitioners, social workers, a nutritionist and administrative agents. Many partners are also actively involved in ensuring the proper intake and integration of over 500 people from refugee camps around the globe.

In 2017-2018, we updated our service offering in keeping with the new ministerial guidelines and with an emphasis on patient experience. We also consolidated the medical coverage and extended the agreement with the nurse practitioner to all our partner physicians. In addition, several cooperative projects with various partners have been launched or intensified in order to facilitate the intake and integration of refugees into the community, with a special focus on transportation autonomy and access to interpretation services, health care trajectories and family physicians.

### Volume of Activity – Jeffery Hale Community Services

Activity Sectors	Number of Follow-up Activities in 2016-2017	Number of Follow-up Activities in 2017-2018
Bilingual access point	510	491
Mental health	1,078	860
Early childhood	1,036	1,036
Family-childhood-youth	1,349	1,776
Home care	3,404	3,527
ID-ASD-PD	367	249

Activity Sectors	2016-2017	2017-2018
Number of users seen at the Refugee Health Clinic	499	447
% of users with access to a wellness assessment within 10 days	95%	97%
% of users having undergone a physical and psychosocial health assessment within 30 days	19%	42%

## Emergency

The Jeffery Hale Emergency offers outpatients of all ages quick and continuous access to walk-in medical services, 12 hours a day, 7 days a week. It delivers short-term interventions (treatment, observation, advice, support, referral) or a referral to the appropriate resource. The Emergency is a universal gateway to health and social services.

In 2017-2018, users made 24,067 visits to the Jeffery Hale Emergency. The harmonization and standardization of best practices is part of our ongoing efforts to upgrade our offering. Dedicated to providing the very best care and services, the Jeffery Hale Emergency is actively working on meeting high quality standards in order to pursue its commitment to safety and quality. Our team is actively involved in this process. It works on providing the best patient management possible in a context subject to change.

## Autonomy Support for Seniors Services (SAPA)

In 2017-2018, the Directorate of SAPA pursued its integrated action plan focusing on the continuous improvement of the quality of care delivered in Jeffery Hale and Saint Brigid's living environments. The plan helped to enhance support and training for staff. Many other initiatives also took place this year. These include the update of the welcome guide for residents (bilingual), the arrival of personal care attendants (PAC) to accompany residents, the introduction of PAC coaching to better support attendants, the integration of life stories to help professionals adapt their approach to the reality of residents and, last but not least, the implementation of living environment committees.

## Long-Term Care at Jeffery Hale

The Jeffery Hale Residence is located on the 2<sup>nd</sup>, 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> floor of Jeffery Hale. It accommodates 99 residents who are no longer able to remain in their home due to their reduced autonomy.

This year, JHSB has implemented micro environments at the Jeffery Hale Residence. This approach involves grouping residents together based on their profile. Micro environments help to better serve the needs of residents and promote their interaction. They reduce isolation, increase quality of life, create an environment adapted to needs and offer activities tailored to the clients of each micro environment.

## Long-Term Care at Saint Brigid's Home

Saint Brigid's Home provides accommodation to 142 residents unable to remain in their homes due to a loss of 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.

Caucuses set up at Saint Brigid's Home (SBH) made it possible to address many organizational concerns. A caucus is an informal structure used to exchange information between the different directorates and the community on common issues, all with the aim of improving the well-being of clients. The SBH caucuses centralize information in support of a solution-driven approach.

For the coming year, the primary goal is to reach the targets set in the integrated action plan on continuous improvement. Lastly, the micro environment project will be rolled out at Saint Brigid's Home during 2018-2019.

## Palliative Care

Jeffery Hale – Saint Brigid's has 15 palliative care beds for adults in need of end-of-life services, including five new beds added this year for hospital patients. 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.

## Highlights from the Administrative and Technical Support Services

### Technical Services

To ensure the cleanliness of the premises, the products and equipment used have been upgraded in 2017-2018. In addition, the work organization of the cleaning teams will be reviewed by 2019. A computer system has been implemented to make it easier to track maintenance and repair orders.

In addition to regular maintenance, a series of new construction projects have been carried out. For instance, the Café-Croissant at Jeffery Hale Hospital was completely renovated to provide a more welcoming, accessible space that is harmonized with its surroundings. The layout and orientation of the Café were, in fact, changed to make it easier for clients to navigate the premises. The kitchen equipment was also replaced and improved to expand the variety of products made available to clients.

In 2018-2019, the JHCS Day Centre will undergo extensive renovations to provide clients with a more adapted, comfortable and welcoming environment. The Day Centre will temporarily be relocated to the CHSLD Notre-Dame-de-Lourdes and its services reorganized prior to the renovation work, which is set to begin by winter 2019. The interior will be redesigned to make the space more accessible for clients with limited mobility. An air conditioning system will also be installed to ensure the comfort of clients on hot days. Finally, architectural finishes, such as the flooring, will be replaced to facilitate its maintenance and increase their durability.

### Dietary Services

The year 2017-2018 was spent preparing for the implementation of a new food service offering for all JHSB clients. In recent months, residents' committees and care teams were met to lay the groundwork for the change. Bilingual visual consultation and support tools are also currently being developed to make the information on the new menus readily available. The new food service offering for residents has many benefits, including textured meals for clients who need them and improved safety with a menu of standardized recipes of the highest quality. The teams have been working closely and intensively on ensuring the success of this project. They will be available to answer questions before, during and after the change.

The new food service offering was introduced to Jeffery Hale and Saint Brigid's Home back in May. Major renovations to the kitchen at Jeffery Hale will be carried out in coming weeks in order to upgrade the food production and distribution equipment. This will maximize the quality and safety of the meals being served. Distribution carts with integrated technology will also be introduced by fall 2018 to ensure the optimal serving temperature of food for a better meal experience.

## 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



*Completely renovated, the Café-Croissant become the Café Jeff.*





*Jeffery Hale – Saint Brigid’s employees and volunteers took part in the Saint Patrick’s Day Parade.*

of the complaint review procedure and service quality improvement for the 2017-2018 fiscal year.

In 2017-2018, the Commissioner and her team processed 37 cases, which included 15 complaints, 10 interventions, 7 requests for assistance. No cases of consultation were filed. The medical examiner evaluated 5 complaints.

By bringing their issues to the Service Quality and Complaints Commissioner, the public and JHSB users helped to improve the quality of care and services. In fact, 20 corrective measures were taken to prevent the recurrence of situations where the quality of service expected did not meet the quality of the service delivered.

The Commissioner would like to thank everyone who took the time to contact her and her team. In addition to processing cases, the Commissioner and her team also promote the complaint review procedure and the Code of Ethics. On September 29, 2017, she met with the JHSB Advisory Committee.

## Social and Cultural Activities

### Saint Patrick’s Day Parade

Once again this year, many Jeffery Hale – Saint Brigid’s employees and volunteers took part in the Saint Patrick’s Day Parade, on Saturday, March 24. Much to the delight of children, our new mascot “Jeffy” was in attendance, charming the crowd. As an important stakeholder of the English-speaking community in the region, our participation in the parade is a great way to enhance the visibility of our bilingual institution.

### Pentathlon des neiges

On February 24, 2018, the 8<sup>th</sup> Défi santé et services sociaux of the Pentathlon des neiges took place on the Plains of Abraham. Once more, Jeffery Hale – Saint Brigid’s was represented by two teams, who rose to the challenge with gusto.

“The Jeffery’s team,” a regular at the podium, took home first place for a second consecutive year. The women’s team, the “Brigid’s,” gave a robust performance, finishing 9<sup>th</sup> out of 16 women’s teams. Congratulations to all!



*Managers getting ready to welcome the employees for Recognition Day at the Jeffery Hale.*

### Staff Recognition Days

On June 12 and 13, local managers celebrated their employees during annual Staff Recognition Days. A BBQ, candy, games, draws, socialization, wind and sun were all on the program. This special day is meant to acknowledge the work, dedication and perseverance of employees and to thank them for being part of Jeffery Hale – Saint Brigid’s, a caring institution that values compassion and the safety of its users.

## Committee Highlights

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

The 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 our region.

The Committee met seven times in 2017-2018. It presented its work to the CIUSSS Board of Directors on September 26, 2017. A first report on its activities was carried out in November during an information session with community partners. The main actions undertaken were as follows:

- Review and English adaptation of the Code of Ethics and the mission, vision and values statements to reflect the historical, cultural and linguistic specificity of JHSB;
- Access to services for English-speaking seniors and to the bilingual environment at Saint Brigid’s;
- Recruitment, hiring and retention of qualified, bilingual staff and the review of on-boarding measures for new employees, including a manual for employees of JHSB;
- Update of the JHSB visual identity guidelines;
- Adoption of new French-to-English translation procedures and access to interpretation services resulting from the Service Language Policy.



## Users’ Committee and Residents Committees

The Jeffery Hale – Saint Brigid’s Users’ Committee, the Jeffery Hale Residents’ Committee and the Saint Brigid’s Residents’ committee are there to inform, support and help users of Jeffery Hale – Saint Brigid’s. These independent, volunteer-based entities can also

represent you in your dealings with Jeffery Hale – Saint Brigid’s. These Committees contribute to the continuous improvement of the quality of care and services at JHSB and its living environments. They actively participate in the Jeffery Hale – Saint Brigid’s 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.

## Connected to our Community Partners

### Partnership with the Wellness Centre



Centre  
Wellness

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. This team, also known as the Wellness Centre (WE), offers and develops services for English speakers in the Quebec City region. The WE is a community-based initiative that enables dynamic partnerships in cooperation with community organizations and public partners. The Wellness Centre delivers a wide range of programs including Family Matters, Healthy Seniors and Community Wellness. The activities, which are offered to people of all ages, form an integral part of the service offering provided to the English-speaking community.

## Volunteers

The dedication and involvement of volunteers are key to the success of the WE activities. This year, 330 volunteers contributed a total of 4,136 hours. Their amazing work made possible the distribution of Christmas gift baskets (205), a transportation and accompaniment service (91), activities for vulnerable families (25) and friendly visits to reduce isolation (77) to name just a few.

## Jeffery Hale Networking Table

Twice a year, Jeffery Hale – Saint Brigid’s organizes a networking table that brings together some twenty key partners of the health, education and municipal sectors and community-based organizations serving the English-speaking community. This consultation process fosters the development and achievement of common goals that promote the health and wellness of the English-speaking population living in the Quebec City region.

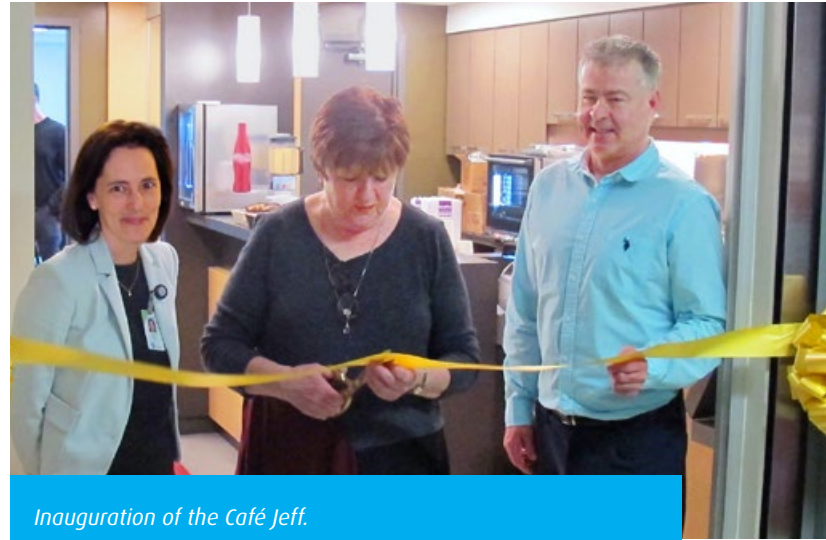
## Partnership with the Jeffery Hale Friends’ Foundation

### Inauguration of the Snoezelen Room at Saint Brigid’s Home

February 22, 2018 marked the opening of the new Snoezelen room at Saint Brigid’s Home. We would like to acknowledge the Guild, whose generous contribution made this initiative possible. Residents of the home can now take advantage of the room and the Snoezelen method, which has been proven effective among seniors, particularly those with dementia.

The term Snoezelen comes from the Dutch words “snuffelen,” meaning to feel, and “doezelen,” meaning to relax. The approach involves a varied multi-sensory

experience in a safe, relaxing environment. It stimulates the senses (smell, hearing, touch and sight) through various instruments, such as touchscreens, bubble tubes and essential oil diffusers. Snoezelen is not a method or a technique per se, but rather an environment that can be tailored to each resident. The space promotes a sense of well-being, relaxation and non-verbal communication. It also reduces stress, anxiety and certain disruptive behaviours.



*Inauguration of the Café Jeff.*

*Left to right: Brigitte Paquete, Assistant to the Deputy CEO; Joanne King, President of the Friends’ Foundation; and Mike Boden, Executive Director of the Jeffery Hale Foundation.*



*The new Snoezelen room at Saint Brigid’s Home.*

### Inauguration of the Café Jeff

On April 19, 2018, following major renovations, the Jeffery Hale – Saint Brigid’s Friends’ Foundation officially inaugurated its new Café Jeff (previously known as Café-Croissant), located on the Hospital’s main floor. Joanne King, President of the Friends’ Foundation, Assistant to the Deputy CEO, and Michael Boden, Executive Director of the Jeffery Hale Foundation attended the brief opening ceremony.

This major renovation, at a cost of \$165,000, covered both the space and equipment. It was made possible by the contributions of the CIUSSS de la Capitale-Nationale, Jeffery Hale Foundation and Jeffery Hale – Saint Brigid’s Friends’ Foundation.



The new menu features a wide variety of quality products. All proceeds from the Café Jeff return to the JHSB Friends' Foundation, whose mission is to fund projects that enhance the quality of care and services at JHSB. Every year, the Foundation supports a lineup of projects intended to improve the quality of life of residents at Jeffery Hale and Saint Brigid's Home. For more information on the Friends' Foundation, the Café Jeff menu and opening hours, go to: [amisdujhsb.ca](http://amisdujhsb.ca)

## Annual Golf Tournament and Family Mini-Golf Classic

On September 22, 2017, the 27<sup>th</sup> Annual Golf Tournament of the Jeffery Hale – Saint Brigid's Friends' Foundation took place at the Cap-Rouge golf club. The event was a resounding success, raising \$22,000 in support of JHSB's mission and various major initiatives.

On June 9, 2018, the Foundation also held its first ever Family Mini-Golf Classic at the miniature golf club in the Vanier borough of Quebec City.

The event attracted over 50 participants under clear blue skies. It was also a great opportunity to raise awareness about the Foundation's mission.



Left to right: Our Community of Care mascot; Joanne King, President of the Friends' Foundation; Guy Thibodeau, Deputy CEO of the CIUSSS de la Capitale-Nationale and Director of JHSB; Louis Hanrahan, Honorary President of the Tournament.



The first ever Family Mini-Golf Classic.