

BAYSHORE BRIDGES

A newsletter from Bayshore HealthCare – Canada's leading provider of home and community health care services.



Introducing the Bayshore Foundation for Empowered Living

Bayshore HealthCare has created a registered charity to help Canadians living with illness, injury or aging to reclaim or maintain their independence.

The Bayshore Foundation for Empowered Living supports local charities that provide tools, programs and services that empower individuals. Its purpose aligns with Bayshore's goal to enhance the quality of life, dignity and independence of all Canadians.

Funds raised by Bayshore employees are donated locally to their registered charities of choice. Clients, their families and Bayshore's corporate partners can also donate, and Bayshore will match funds raised by individual donors by 50%. An employee payroll deduction program is also planned.

"The Foundation is new, but Bayshore employees have long given back to their communities," says John Lawrence, Director of the Bayshore Foundation. Every year, for example, branches participate in the national Hike for Hospice Palliative Care. Held in May or September, the walks unite Bayshore employees, their families and the community for a fun and rewarding day.

Many employees take part because quality end-of-life care is a cause close to their hearts. This is true for Bayshore's Saint John, N.B., branch, whose support helped to open Atlantic Canada's

(cont'd page 2)



As I see it...

Our employees are an inspiration



Welcome to *Bayshore Bridges*! I hope you'll enjoy reading about many of our latest activities and projects. There's always a lot happening at Bayshore, but there's a common element running through it all: our people.

We're fortunate to have so many kind-hearted and giving employees. Our nurses and caregivers are passionate about what they do. Our branches provide excellent care, and they go above and beyond to support charities in their communities. In this issue of *Bridges*, you'll read about one nursing supervisor's support of orphans in Zimbabwe, and how our new Bayshore Foundation for Empowered Living will help our staff make an even bigger impact with their charitable endeavours. I hope you'll feel as inspired as I do!

Stuart Cottrelle
President, Bayshore HealthCare

Bayshore Foundation

(cont'd from cover)

first residential hospice in 2010. "Our relationship with hospice in Saint John is a long-standing friendship. We've supported their capital campaign, as well as participated in and sponsored every hike," says Tina Learmonth, Area Director. "The investments in our work with Bayshore Home Health and the Bayshore Foundation have helped to make residential hospice possible in Saint John and Atlantic Canada," says Sandy Maxwell, Chief Executive Officer of Hospice Greater Saint John. "We are very grateful for their partnership and support."

Last September's hike was especially meaningful – one of the branch's caregivers became a hospice patient on her own end-of-life journey. "Our team wore orange T-shirts, so that when Peggy looked outside, she'd see all of us supporting her," says Learmonth. "So many of our employees came out to support one of their own. It was an amazing day." The caregiver felt well enough to visit with the team, and she presented a cheque to the hospice on Bayshore's behalf.

Bayshore applauds the generosity of the Saint John branch and Bayshore employees across Canada who make a positive impact in their communities.

To learn more about the Bayshore Foundation or to donate to one of the local charities it supports, visit bayshorefoundation.ca.

Family caregivers' stories raise awareness

From November to January, Bayshore invited informal and family caregivers to write about their stories, struggles and memories of providing support to loved ones. The goal of the "Tell us your caregiving story" contest was to raise awareness for the eight million Canadians (more than 28%) who provide ongoing care and comfort to family members and friends.

Entrants could win one of three prizes of \$1,000 in home care services – including personal care, companionship, meal preparation, light housekeeping and homemaking services – from their local Bayshore Home Health branch.

"We hear a lot about informal caregivers, and this is our opportunity to give back to the community we serve and give these individuals a break," says Keena Naik, Bayshore Home Health's Regional Director of Business Development – Consumer Services. "Choosing winners was tough, because we wanted everyone to have help. We decided based on the need and the stories."

The winners are: Lillian Kwon from Vancouver, who cares for her father in Port Coquitlam despite her own health issues; Seetha Raghunathan from Ottawa, whose spouse requires a high level of care; and Heather Moser from Kitchener, Ont., whose mother suffers from dementia.

"It's a blessing to be able to look after Mom, but it's emotionally difficult to switch roles and now be a parent to your mother."

– HEATHER MOSER



An amazing heart wins the race

When Agness Nyakudya heard someone call her name as the winner of Bayshore's "Amazing Race" contest, she was shocked. The draw prize, given to an employee of the top-ranked branch in the company's performance competition, was a trip for two worth \$5,000.



Nyakudya is a Nursing Supervisor at Bayshore's Edmonton Government branch. When she realized what she'd won, she says, "I asked if it was possible to put it in cash. I didn't have anywhere to go." What she does have is a worthy cause – educating orphans in her home country, Zimbabwe.

For years, Nyakudya has donated from her own pocket. At first, she supported the children of deceased relatives. Then she decided to help more orphans, including kids who had lost parents to HIV/AIDS. "My school was in a remote area, where government help rarely reaches,"



she says. "My heart went back there. I thought, 'I can help, now that I'm in a better position.'"

Since 2015, Nyakudya has paid school fees for dozens of primary-school students near the town of Karoi. "No

kid should have to stay home because parents can't pay fees. That was a struggle in my education," says Nyakudya. "I intend to keep helping the orphans, and the prize money is helping me do that."

Bayshore funds National Institute on Ageing study on caregivers

The National Institute on Ageing (NIA), a policy and research centre at Ryerson University, has released a revealing new report, funded by Bayshore HealthCare, on why Canada needs better care for working caregivers. "Canada's governments, health care systems and employers need to start recognizing that millions of Canadians are providing billions of dollars' worth of care every year, and we should be supporting them," said Dr. Samir Sinha, who co-authored the

study with Ivy Wong and Julie Dunning. "Otherwise, we are reducing the ability of caregivers, particularly women in their prime earning years, to participate in the workforce and to simultaneously shoulder the economic burden of caring."

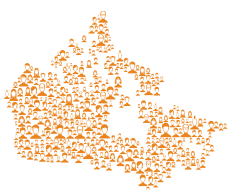
The NIA report makes four key recommendations: recognizing all caregivers with a common definition; supporting caregivers with financial assistance and training; changing workplace cultures to recognize and support the unique

challenges Canadian caregivers face; and developing national standards that governments and employers can use to measure how well the needs of working caregivers are being met.

To read the full NIA report, visit <https://www.ryerson.ca/content/dam/nia/white-papers/working-caregivers.pdf>

For more information, please contact Mary Barr at mbarr@bayshore.ca.

Study Findings



OVER 8 MILLION CANADIAN CAREGIVERS are keeping the health care system afloat by providing **\$25 BILLION** in unpaid care to provincial health care systems each year.



35%
of the Canadian workforce provides care to others



30%
are women aged 35 to 44 (in 2012)

New home care branches in Ontario

Since September, Bayshore HealthCare has divided its home health business into two separate groups – Bayshore Home Care Solutions, which provides services to funded government programs and Bayshore Home Health, which is now exclusively the private consumer home health group.

As a result, Bayshore Home Health has opened four new private care branches in Ontario: Eastern Ontario, with Area Director Greg Bell; Northern Ontario, with Area Director Doug Rosener; Erie St. Clair, with Area Director Sarah Cuzenza; and Barrie, with Area Director Lauren Moses.

New Corporate Structure

FUNDED GOVERNMENT PROGRAMS

Bayshore®
Home Care Solutions

PRIVATE / CONSUMER SERVICES

Bayshore®
Home Health

The company has also opened a new government services branch in St. Catharines, led by Area Director Jodi Schaefer.

“We’re excited to provide private home care services to more parts of Ontario,” says Keena Naik, Regional Director of Business Development – Consumer Services. “Our knowledgeable care managers provide great customer service. They’re our face in the community, and they’re the local experts about senior care.”

Previously, Bayshore’s private and government services shared offices in these areas. “The restructuring has enabled our government services division to focus completely on meeting the needs of our LHIN and Health Authority partners and the clients we jointly serve,” says Elissa Gamble, National Director, Bayshore Home Care Solutions. “We have re-dedicated our full set of resources to meeting the growing demand and solving the challenges associated with doing that in a

labour shortage environment.”

Keena Naik at knaik@bayshore.ca or Elissa Gamble at egamble@bayshore.ca

Bayshore acquires Rest Assure

Bayshore HealthCare has acquired Rest Assure Community Support Services, which has served Ontario’s Kawartha Lakes for over 18 years.

With the addition of Rest Assure, Bayshore has expanded east of Oshawa into Lindsay and Peterborough, says Keena Naik, Bayshore Home Health’s Regional Director of Business Development – Consumer Services. “Service is coordinated at our office in Oshawa, led by Area Director Erin Wilczynski, and we have a care manager in Lindsay who manages the care and relationships.”

For more information, please contact Erin Wilczynski at ewilczynski@bayshore.ca

Expanded coverage on Vancouver Island

Bayshore HealthCare has purchased Elder Life Advocacy and In Home Care on Vancouver Island, B.C. To support Elder Life’s staff and clients, Bayshore has opened a fourth office on Vancouver Island under the Bayshore Home Health brand. It is located at The Gardens at Qualicum Beach, a seniors’ residential complex.

“We had many clients in this retirement community, so having a satellite office within The Gardens made good sense in terms of providing support to our caregivers and having increased visibility of our commitment to be a local provider of care,” says Stasia Hartley, Area Director for the Vancouver Island region.

Bayshore Home Health’s other offices on Vancouver Island are in Nanaimo, Sidney and Victoria.

For more information, please contact Stasia Hartley at shartley@bayshore.ca

“We’re excited to provide private home care services to more parts of Ontario...”



Bayshore partners with Oakville Trafalgar Memorial Hospital

Bayshore HealthCare has partnered with Oakville Trafalgar Memorial Hospital in Ontario’s Halton Region to provide families with home care information.

People can visit Bayshore’s newly renovated kiosk in the lobby and learn about services that will ease a patient’s transition from the hospital to home.

“If families proceed with services, we go to the patient’s unit and discuss their care plan with the nursing team. The nurses can ask us questions, too,” says Keena Naik, Bayshore Home Health’s Regional Director of Business Development – Consumer Services. “Families feel better, knowing they have care organized before they leave the hospital.” says Jan Harper, Area Director for the Halton Region branch. “Since we’re right there, they don’t have to go anywhere or call anyone.”

For more information, please contact Jan Harper at jharper@bayshore.ca

What's new at Bayshore Specialty Rx

Pharmacy on the move



Bayshore Specialty Rx has grown dramatically in recent years – so much that it has outgrown its 45,000-square-foot home in Markham,

Ont. “We’ve been very successful in working with our partners to bring a lot of value and ensure that the patient experience is as easy as possible,” says Jeff Faria, who joined Bayshore Specialty Rx as Director of Distribution and Logistics in February. “More and more partners have chosen Bayshore to deliver their pharmaceutical products and services.”

Later this year, Bayshore Specialty Rx will move to a state-of-the-art facility with twice as much space, just down the road. “We’re building to meet our partners’ and employees’ needs now and for the future,” says Faria.

For more information, please contact Jeff Faria at jfaria@bayshore.ca

Infusion clinic network servicing more of Canada

Bayshore Specialty Rx has also opened seven infusion clinics since January, in Yarmouth, N.S.; Bathurst and Woodstock, N.B.; Quebec City and Lévis, Que.; Winnipeg; and northeast Calgary. Bayshore Specialty Rx now has 65 clinics, administering medications (mainly for cancer and autoimmune diseases) at no cost to patients. Several more clinics will open by the end of 2018.

“The new clinics bring service to smaller communities, offering better coverage for patients,” says Jordan Beard, National Director, Specialty Nursing Services. “They

also help us meet the business needs of new programs we’re launching.”

For more information, please contact Jordan Beard at jbeard@bayshore.ca

Virtual clinic brings specialists to Thunder Bay

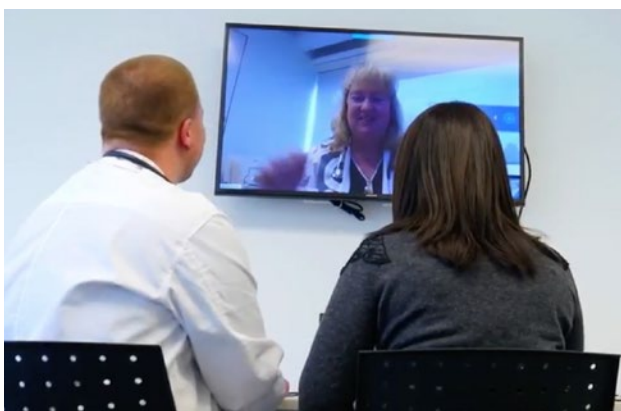
Bayshore Specialty Rx is also involved in an innovative program that brings much-needed rheumatological care to patients in Thunder Bay, Ont. Using a video feed, high-tech medical tools and a very secure platform, rheumatologists in southern Ontario conduct remote consultations. They receive assistance from Eric Wilkins, an RN with specialized training who meets the patients and prepares initial assessments. Since October, the virtual clinic has facilitated 70 appointments.

“The waiting list for a rheumatology assessment has 350 people, and there’s only one rheumatologist in Thunder Bay,” says Kim Brooks, Director of Innovative Care Solutions. “We’re working collaboratively with St. Joseph’s Care Group to see patients in order of priority.”

Brooks adds that this program could expand to other health specialties: “It could have a huge impact on patients and our health system, with great potential for savings in health-related travel.”

For more information, please contact Kim Brooks at kbrooks@bayshore.ca

Thunder Bay Virtual Clinic in action.



Marie Graham and Colleen Boyce

NRIO named Rehab Company of the Year

The Ontario Brain Injury Association (OBIA) has named the Neurological Rehabilitation Institute of Ontario (NRIO) its Rehab Company of the Year. NRIO is a private brain injury rehabilitation facility and a division of Bayshore Therapy & Rehab.

In OBIA’s announcement, Executive Director Ruth Wilcock praised NRIO’s “exemplary care and rehabilitation” for people living with acquired brain injury (ABI), as well as NRIO’s contributions to community associations that support those living with ABI. “It is because of this commitment to excellence and community involvement that OBIA was pleased to present the 2017 Award of Excellence for Rehabilitation Company of the Year to NRIO,” said Wilcock.

“This is well-earned recognition of our dedicated and compassionate teams of therapists, consultants and managers,” says Colleen Boyce, NRIO’s Director. “Each year we conduct a customer satisfaction survey, and the results are consistently high, between 95.4 per cent and 97.9 per cent satisfaction, because our people always go above and beyond.”

For more information, please contact Colleen Boyce at cboyce@bayshore.ca



CAREpath to provide after-hours symptom manager for cancer care

Bayshore's CAREpath division has been selected by Ontario Centres of Excellence to take part in a project that could improve patient care at home and in the community.

As part of a Health Innovation Team, CAREpath will work with several partners, including hospitals and cancer centres, to develop CAREchart@home. This software will combine telemedicine and real-time shared access to online health records. The team will explore whether access to real-time data can improve symptom management for cancer patients and reduce avoidable visits to emergency departments.

CAREchart@home will go live in July for one year. Fourteen CAREpath nurses, all of whom have oncology certification from the Canadian Nurses Association, will provide support by phone. "It's an exciting opportunity that builds on the after-hours support we've provided since 2016, using the COSTaRS Practice Guides. Our program has resulted in a reduction in emergency room visits," says Sherry Hnatyshyn-Webster, CAREpath's Director.

For more information, please contact Sherry Hnatyshyn-Webster at shnatyshyn@carepath.ca

Leading the digital health revolution

Bayshore is on the Canadian Home Care Association's list of #OnesToFollow, a group of organizations that are embracing digital technologies to improve patient care.

Bayshore is investing in digital technologies and working with care teams, physicians and families to create better patient experiences and outcomes. Bayshore also partners with hospitals and other care providers to find digital solutions for health care issues.

"There's so much opportunity to deliver services and care in different and more efficient ways," says Shelley Burnett, Bayshore's National Director of Digital Health and Innovation. "To keep delivering best-in-class health care, we keep innovating. We're honoured to be recognized by the CHCA."

For more information, please contact Shelley Burnett at sburnett@bayshore.ca.

Catalyst Project improves home care service delivery

The Catalyst Project, Bayshore Home Care Solutions' initiative to re-engineer home care service delivery, has greatly improved client and employee satisfaction since its launch a year ago.

The scheduling tool streamlines back-office processes to ensure every

caregiver is delivering the right care to the right person at the right time, in a more efficient way. Bayshore's Client Service Coordinators use Catalyst tools with a customized dashboard of key metrics that help them improve the client care experience and increase the success rate of matches between clients and caregivers.

So far, Catalyst has reduced travel time for home support by 19 per cent overall, and as high as 25 per cent in some areas. Client scheduling time is down by 37 per cent, and cancellations are down 21 per cent.

"The project is proving effective at reducing costs and improving the work experience of some of key front line staff. It has also challenged all of our thinking as leaders, as we take a new look at something many of us have done for a long time. I think we all echo the feelings of one of our Area Directors, who commented recently, 'I have learned so much about a business I thought I knew everything about.' This work is transformational; it is changing how we think and act, all while delivering better results for our clients," says Elissa Gamble, National Director, Bayshore Home Care Solutions.

The Catalyst Project was developed in collaboration with process engineers from Isaac Operations, a consulting firm in Toronto. Catalyst was launched in seven of Bayshore's government home care branches in Ontario, and a national rollout is planned for spring/summer 2018.

For more information, please contact Elissa Gamble at egamble@bayshore.ca

Bayshore partners with Calian Group

Bayshore HealthCare and Calian Group are working together to provide health support services to the Canadian Armed Forces, under the Health Care Providers Requirements (HCPR) contract. The partners were also awarded contracts to provide services to the Royal Canadian Mounted Police (RCMP) and Veterans Affairs Canada (VAC).

"Bayshore strives to make a difference in people's lives and there is none more deserving of excellent health care services than those who offer their lives to protect and serve us..."

Bayshore and Calian will provide health care professionals to Canadian military bases and communities and develop auxiliary programs to support members, veterans and their families. The HCPR contract has an initial term of four years and an option to extend the contract for up to eight more years; its initial value is \$275 million. The RCMP and VAC contracts also have four-year terms and initial values of \$19 million and \$17 million, respectively. They can also be extended up to eight years each.

As two of the leading health services providers in Canada, Bayshore and Calian are uniquely positioned to serve the communities represented in the contracts. "Bayshore strives to make a difference in people's lives and there is none more deserving of excellent health care services than those who offer their lives to protect and serve us," said Stuart Cottrelle, President of Bayshore HealthCare.

For more information, please contact Scott Maloney at smaloney@bayshore.ca

Bayshore is again one of Canada's Best Managed Companies

For the twelfth straight year, Bayshore HealthCare has earned a spot on Deloitte's list of the Best Managed Companies in Canada. And, for the sixth consecutive year, Bayshore has received Platinum status, the highest designation.

Bayshore has been a recipient of Canada's Best Managed Companies award since 2006. The prestigious program is

sponsored by Deloitte, CIBC, Canadian Business, Smith School of Business, TMX Group and MacKay CEO Forums.



Stuart Cottrelle receives two accolades

Stuart Cottrelle, President of Bayshore HealthCare, has been

inducted into the Canadian Healthcare Marketing Hall of Fame. He was also awarded the Pharmaceutical Congress's prestigious Phil Diamond Award, presented annually to someone in the Canadian life sciences community whose philanthropic or humanitarian work has made a difference.

Cottrelle received the recognitions at the 11th Annual Pharmaceutical Congress, Canada's largest stage for pharmaceutical industry leaders. Since 2002, it has honoured health care marketers who are an inspiration to others.

Among other charitable endeavours, Cottrelle created the new Bayshore Foundation for Empowered Living, which raises funds for local charities that assist those living with illness, injury or aging to reclaim or maintain their independence.

Enhancing cancer care through e-learning

The use of biomarkers is relatively new to cancer care. These biological molecules – found in blood, other body fluids and bodily tissues – can help health professionals diagnose, treat and monitor a condition or disease. Biomarkers are also making it possible to personalize cancer treatment for better outcomes.

Each year, Bayshore HealthCare provides about 20,000 chemotherapy and biotherapy infusions to cancer patients. Leslie Marvell, National Clinical Practice Leader and a certified oncology nurse, wanted to ensure that her nursing colleagues had enough knowledge about biomarkers to answer patients' questions.



In 2015, Marvell successfully applied for the Registered Nurses' Association of Ontario's Advanced Clinical Practice Fellowship (ACPF) program,

which offers registered nurses and nurse practitioners the opportunity to develop clinical, leadership or best practice guideline implementation knowledge and skills. Over 12 weeks, she developed a 40-minute interactive e-learning clinical guideline for nurses, "Implementing the Basic Principles of Biomarker Use in Oncology Nursing," which Bayshore rolled out in 2016. To date, 111 nurses have completed the module, which is available to members of the Canadian Association of Nurses in Oncology (CANO).

Each year, Bayshore HealthCare provides about 20,000 chemotherapy and biotherapy infusions to cancer patients.

Marvell also made a standing-room-only presentation at CANO's 2017 conference, and she published an article about her project in the Canadian Oncology Nursing Journal last fall.

For more information, please contact Leslie Marvell at lmavell@bayshore.ca



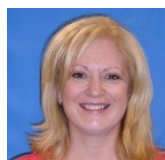
Check out the new bayshore.ca

APPOINTMENTS



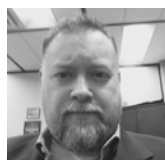
David Rosen is the new Director of Bayshore Therapy & Rehab, B.C. He is an occupational therapist who was

previously an independent contractor for Bayshore.



Genevieve Sadak has joined Bayshore Therapy & Rehab in the new role of Sales Lead, Ability Management Services.

She is a physiotherapist with experience in selling therapy and rehab services to employers.



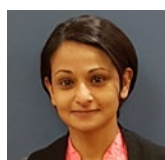
Craig Burak is Area Director of the Calgary Private branch. He is an experienced leader with a background in managing growth and operations in consumer-focused homecare.



Anu Dwivedi is the new Area Director of the Vancouver Private branch. Anu has expertise in consumer sales and branch expansion, and he is passionate about customer service.



Daren Farnel is the Area Director of the Calgary Government branch. He has been with Bayshore since the fall of 2016, in the role of Director of Clinical Management.



Shivanthi Gnana-Chandran is Area Director of the Mississauga Private branch. Shivanthi is an experienced leader with

a background leading sales growth and consumer satisfaction in the retirement living sector.



Brenda Testaguzza is Area Director for Montreal and St. Foy. She is an RN with experience in clinical

education, pharmaceutical industry sales, project management, community health marketing, and private clinic development and start-up.



Patrick Varano is the Area Director of the Ottawa Private branch. He is an experienced sales leader with a

background in consumer sales and service delivery in the hospitality sector.



Greg Tully is Bayshore's new Chief Information Officer. An experienced senior IT leader, Greg has played instrumental

roles in strategic IT solutions for Sirius XM Canada and Primus Telecommunications Canada.



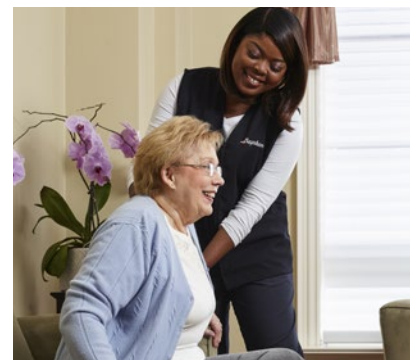
Christine Korczak is Bayshore's new National Director of Business Development. She brings a wealth of experience in

business development relationship management. Previously, Christine was Principal and Leader with Mercer (Canada) Ltd., and she has held senior business development roles with RBC Dexia Investor Services and KPMG LLP.



John Lawrence is the new Director of the Bayshore Foundation for Empowered Living. He was previously Director

of Corporate Social Responsibility at Walmart Canada.



About Bayshore HealthCare

Bayshore HealthCare is one of the country's leading providers of home and community health care services and a Canadian-owned company. With over 100 locations across the country, including home care offices, pharmacies and community care clinics, Bayshore has more than 12,000 staff members and provides care to over 200,000 clients.

Bayshore Home Health

Medical and non-medical home care and staffing services

Bayshore Home Care Solutions

Home care services for government care programs

Bayshore Specialty Rx

Specialty pharmacy, infusion and pharmaceutical patient support services

Bayshore Therapy & Rehab

Physiotherapy and rehabilitation services

Bayshore Bridges is a newsletter from Bayshore HealthCare, published for community members, health care professionals and Bayshore's employees. For more information about this newsletter, please contact your local Bayshore branch or Mary Mamak, at the Bayshore National Development Centre, 2101 Hadwen Road, Mississauga, Ontario L5K 2L3, Tel: 905.822.8075, Fax: 905.822.8397, Email: mmamak@bayshore.ca.

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