

# BAYSHORE BRIDGES

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



## STORIES FROM A PANDEMIC

### How we're helping to bring Canadians home

As we prepare this issue of Bayshore Bridges, Canada is still in the grips of the COVID-19 crisis, with over 93,000 confirmed cases as of June 4. The spread of the disease is slowing, but the risk remains high.

As our health care system continues to grapple with the pandemic, many Canadians are turning to Bayshore HealthCare for support, including patients discharged early from hospitals and seniors moving out of long-term-care facilities to reduce their risk of infection.

"COVID-19 may be a worldwide pandemic, but the home care solutions needed are going to be very local," said Stuart Cottrelle, President of Bayshore HealthCare, in a recent message to employees. "This is exactly where our expertise at taking care of people in their own homes has never been more needed or more urgent."

Below are just two of the inspiring stories from our team.

#### Helping a client pass peacefully at home

The Manager of Clinical Practice (MCP) in Bayshore's Timmins office got a direct referral from the local hospital for a palliative case on a Wednesday afternoon to begin care the following day. As a result of the COVID-19 crisis, there were no caregivers other than the MCP available, and of course, as she always does, she agreed to take the patient on and do whatever it takes to assist the client and family. She was involved in the case and completed visits for the next four days,

through the weekend until the patient passed away on Sunday. The client's son, even during the family's difficult times, wanted to pass along his thoughts on the incredible job the MCP had done with his father. He expressed sincere gratitude for her being with his father, allowing him to return home, be with his family, and to pass away peacefully at home.

#### Outstanding teamwork in Saskatoon

The team at Bayshore Home Health Saskatoon recently showed exemplary

service for a family that was faced with an extremely stressful and difficult situation. On Tuesday, April 28, the branch received a phone call at approximately 2:00 pm from the son of an elderly couple who was in a dire situation and in urgent need of care for his mother.

The couple resides in an independent living facility an hour outside of Saskatoon. The husband is the primary caregiver for his wife, who has been

*(cont'd page 2)*



#### MORE STORIES

[bayshore.ca/about-us/our-culture/covid-19-stories](https://bayshore.ca/about-us/our-culture/covid-19-stories)

*As I see it...*

## We're rising to the challenge

"In these difficult times, people in health care have been called upon to be extraordinary, and our front-line staff has risen to the occasion."

Maureen Charlebois, our Chief Nursing and Clinical Officer, recently shared these words on our website, in a special message about the pandemic. She continues, "I have been blown away by the dedication and thoughtfulness of our hardworking team, including our health care providers, management, admin and all members of the Bayshore team."

Like Maureen, I'm in awe of our employees' dedication to our clients and their families during this crisis. Responding to the tremendous challenges of the pandemic truly is a team effort, one that requires commitment, compassion and an "all hands on deck" mindset. Our employees have always gone above and beyond to provide excellent care. For the Bayshore team, being extraordinary is second nature.

Stuart Cottrelle  
President, Bayshore HealthCare



## Teamwork

(cont'd from cover)

diagnosed with Alzheimer's and Dementia, and as a result cannot be safely left alone. The husband had a sudden medical emergency and had to be rushed to hospital and admitted for treatment. Due to COVID-19 and the resulting visitor restrictions in the independent living facility in which the couple reside, the family was unable to go in and care for their mother. The son reached out to Bayshore Home Health, explaining the urgency of the situation, and inquired about 24 hour care for his mother, which needed to start that evening.

Bayshore Home Health Saskatoon's Manager of Clinical Practice was just completing a nursing visit with another Bayshore client, when she received the message regarding the urgent request for service. The MCP returned to the Bayshore office at approximately 2:30 pm and consulted with the team at Bayshore to get service set up and staffing in place in order to assist the family in their urgent need for 24 hour care. The MCP also consulted with the client's Independent Living Facility Director to allow Bayshore staff access to the facility in order to provide the necessary care for the client. Within an hour and a half of receiving the call, the care plan was completed and delivered to the Personal Support Worker that was going to be starting the care that evening. The Bayshore PSW was at the client's residence, which is an hour away, and started service at 7:00 pm that evening.

*And if you have a story to share, contact us at [marketing@bayshore.ca](mailto:marketing@bayshore.ca)*



## Transitional care lightens the load at Ontario hospitals

The global pandemic has turned up the pressure on Canada's already strained health care system. Hospitals are stretched to their limits, underscoring the need to help patients transition from hospital to home sooner, yet still safely.

In Ontario, Bayshore HealthCare's Integrated Care Solutions (ICS) team is helping to ease the pressure. In partnership with several hospitals, ICS runs two "alternative level of care" (ALC) programs: ALC to Rehab and ALC to Long Term Care (LTC). Patients move from hospitals into transitional care units offering round-the-clock support, operated by Bayshore within spaces leased from retirement homes. Most recently, ICS set up 90 beds, spread across four locations, for Lakeridge Health in Durham Region, and 50 beds at the Windsor Retirement Community for Kingston Health Sciences Centre.

Since 2017, the ALC to Rehab program has saved the health system over 25,000 ALC bed days. The ALC to LTC program,

launched in November, has saved 11,000 bed days.

In addition, ICS has partnered with hospitals to offer a Frail Elderly @ home program and Post-Surgical Bundles (for hip, knee or shoulder surgery patients), which provide interdisciplinary care to clients at home. Southlake Regional Health Centre pioneered the "@ home" model in 2019, and the model's expansion to other hospitals is a testament to its effectiveness. Bayshore recently hired a National Director of Community Engagement, Neil McLean, to work with hospitals and further expand these integrated bundled funding programs.

*Read more about Bayshore's Integrated Care Solutions at [bayshore.ca/services/government/integrated-care-solutions](https://bayshore.ca/services/government/integrated-care-solutions) or contact [afitches@bayshore.ca](mailto:afitches@bayshore.ca) for more information.*

Bayshore's ICS team were celebrated with an award from the Southlake Regional Health Centre last fall.



## Supporting local charities

The Bayshore Foundation for Empowered Living is a national charity that assists people living with illness, injury or aging to reclaim or maintain their independence. Bayshore HealthCare created the foundation to support local charities that provide the tools, programs and services needed to empower individuals. Here are just two of the foundation's recent initiatives:



### Parkinson Association of Alberta (PAA)

For over 40 years, this organization has provided support, education and advocacy for people affected by Parkinson's, a degenerative neurological disease that affects over 100,000 Canadians.

In February, the PAA held a glitzy fundraiser, The Big Event, bringing together 300 supporters for a night of food, entertainment (including Olympic-style boxing matches) and inspiration. The Bayshore Foundation co-presented the event and matched online donations by 50%. In total, the Main Event raised over \$63,000 to support the PAA's activities.

To learn more about the organization, visit [parkinsonassociation.ca](http://parkinsonassociation.ca)

### Tetra Society of North America

The focus of this Vancouver-based organization, which serves 40 communities in Canada and the United States, is to find solutions to overcome environmental barriers faced by people with physical disabilities.

The Bayshore Home Care Solutions – Pediatrics branch in Burnaby, B.C., is raising money for the Tetra Society this year. "They've been helping with assis-

tive equipment for our clients, so we felt it would be a really good partnership to fundraise for them," says Eileen Stirrat, the branch's intake nurse and fundraising coordinator.

In-person events have been curtailed by COVID-19, so Stirrat is raising money by selling washable, non-medical face masks, which she and her generous neighbour Leanne sew on their own time. In addition, Stirrat's 86-year-old mother, is knitting adorable animal-themed hats; much of the wool was donated by one of the branch's managers. To date, Stirrat has sold 150 masks and 30 hats, raising \$1,285.

Several employees are also contributing to the Tetra Society through payroll deductions. The Bayshore Foundation is matching funds raised before July 1, 2020, by 50%.

To learn more about the Tetra Society, visit [www.tetrasociety.org](http://www.tetrasociety.org)



For more details about the Bayshore Foundation, visit [bayshorefoundation.ca](http://bayshorefoundation.ca) or contact John Lawrence at [jlawrence@bayshore.ca](mailto:jlawrence@bayshore.ca)



Take a Veteran to Dinner 2019 – Korean War Veterans George and Jim with Joanne Dix, Manager of Operations, Bayshore Medical Personnel.

## Bayshore sponsors veterans' dinner in Ottawa

This past fall, Bayshore was a presenting sponsor of the 12th annual Take a Veteran to Dinner, an evening to honour members of the Canadian Forces.

Stuart Cottrelle, Bayshore's President; Joanne Dix, Director of Operations, Bayshore Medical Personnel; and Andrew Campbell, Occupational Therapy Manager, attended the event at Tudor Hall in Ottawa on October 20. "We each sat with a table of veterans to spend some time getting to know them and hearing their stories," says Dix. "It was a unique and powerful experience."

Hosts and sponsors pay for veterans' tickets. Dix says that when she heard about the event, she immediately wanted to get involved. "Bayshore has provided care to veterans for over 30 years, and Bayshore Medical Personnel provides health care professionals to Veterans Affairs Canada," she says. "I'm always looking for ways to honour that relationship."

For more information about Bayshore Medical Personnel, visit [medicalpersonnel.ca](http://medicalpersonnel.ca) or contact Joanne Dix at [jdix@bayshore.ca](mailto:jdix@bayshore.ca)

## COVID-19

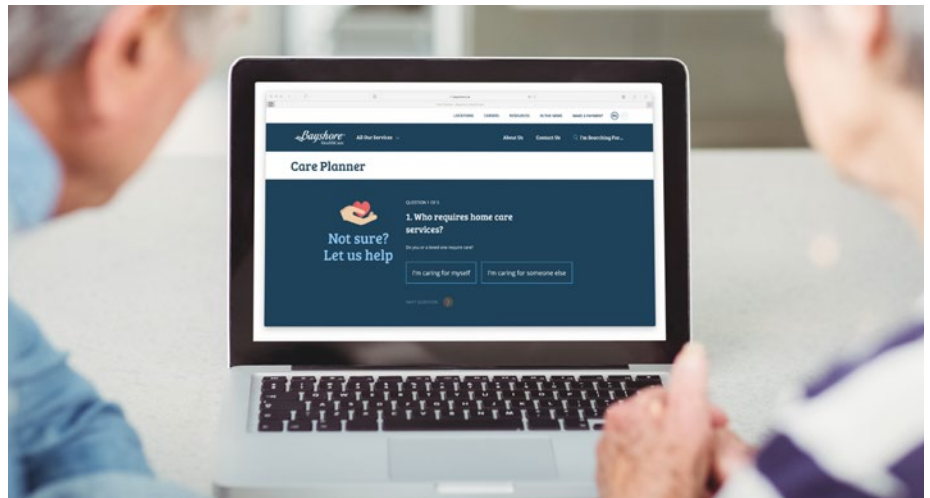
# Staying safe with home health care

Home health care has long been a solution for Canadians who need nursing or personal support to recover from illness or injury, age in place or live independently. In recent months, the COVID-19 pandemic has highlighted another benefit: how home care helps vulnerable people stay safe from infectious diseases.

The news stories about COVID-19 outbreaks at long-term-care facilities, group homes, hospitals and other shared accommodations underscore the importance of self-isolation for people in high-risk groups, including seniors, people with chronic conditions and people who are immunocompromised. Physical distancing – one of the pandemic's key preventive measures – is difficult to maintain in these settings.

“Home care should be considered an essential service – it helps to preserve life, maintain health and achieve better outcomes,” says Janet Daghli, National Director, Business Development and Government Relations at Bayshore HealthCare. “Home care is led by clinical experts, and our employees follow rigorous infection prevention and control practices. We’re experts at this for the home and community environment. That’s why we have such low community-based spread of COVID-19: an infection rate of 0.06% in home care, extremely low compared to long-term-care homes, where it could be up to 100%. Home is the safest place to be.”

To learn about Bayshore's home health care services during COVID-19, visit [bayshore.ca/home-care-covid-19](https://bayshore.ca/home-care-covid-19)



## Bayshore Care Planner asks 5 easy questions

Have you tried the Bayshore Care Planner? This user-friendly digital tool, available on Bayshore's website, offers guidance to people looking for information about home health care.

“It's designed for visitors who are just starting their research, who may not even know what they need yet,” says Jodi Marrin, Director, Marketing. “Our Care Planner tool asks five simple questions. Depending on your answers, it creates a

care plan with a list of services to consider and helpful blog posts to read.”

The tool has been surprisingly popular. “Within the first six months, we had over 1,500 people use it, which led to many new consultations for our Care Managers,” says Marrin.

To view the Care Planner tool, visit [bayshore.ca/care-planner](https://bayshore.ca/care-planner) or for more information, contact Jodi Marrin at [jmarrin@bayshore.ca](mailto:jmarrin@bayshore.ca)

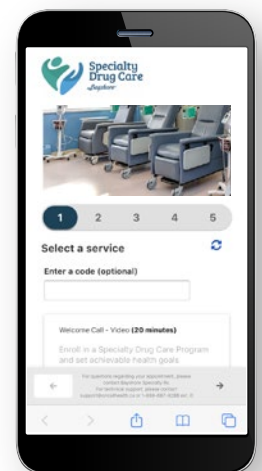
## Health care goes virtual with OnCall Health

Virtual health care was already gaining momentum before the COVID-19 pandemic. Now, because of physical distancing guidelines, more and more health care professionals and patients are connecting with this technology.

A number of teams at Bayshore, including CAREpath and Bayshore Specialty Rx, use OnCall Health, a web and mobile platform that complies with health care privacy legislation. Patients and health professionals can communicate via secure video and instant messaging. At Bayshore Specialty Rx, for example, nurses can use OnCall Health to provide virtual injection training, and

pharmacists can offer medication counselling. The platform also offers file sharing, interactive forms, session notes, appointment scheduling and reminders, and payment processing.

For more information, contact Vincent Ng, Director of Innovation and the Manulife Specialty Drug Care Program at Bayshore Specialty Rx, at [vng@bayshore.ca](mailto:vng@bayshore.ca)







## Bayshore shares Catalyst results at major conference

In December, two Bayshore employees – Patricia Syms Sutherland, National Project Manager, Government Home Care Solutions, and Irene Wilson, Director, Process Design & User Experience, Bayshore Home Care Solutions – went to Orlando, Florida, to present at the Institute for Healthcare Improvement (IHI) National Forum.

Their poster presentation, “Catalyst for National Change in Home Care Delivery,”

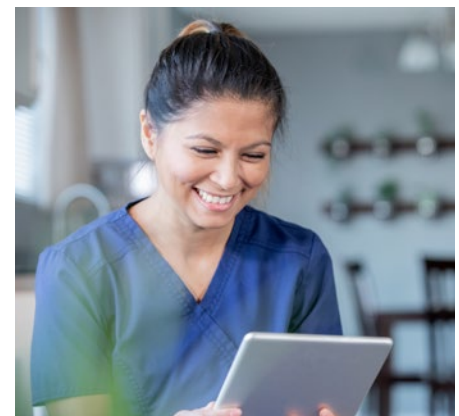


Irene Wilson and Patricia Syms Sutherland at poster presentation on Catalyst program

explained Bayshore’s Catalyst project, which aimed to improve caregiver scheduling with the help of new tools and processes. The project ran from February 2017 to March 2019, and the results are striking. “By reducing cancellations, overtime and travel time, Bayshore saved over \$4 million. We also improved work-life balance for schedulers and field staff,” says Syms Sutherland. “Staff retention and client care have also improved. Caregivers are spending more time with clients, which is what we want to achieve.”

For more information, contact Patricia Syms Sutherland at [psymssutherland@bayshore.ca](mailto:psymssutherland@bayshore.ca)

**BOTTOM LINE:**  
Caregivers are spending more time with clients, which is what we want to achieve.



## Adapting to COVID-19 with virtual services

Bayshore Therapy & Rehab provides a wide range of services. Usually, appointments take place in the client’s home, community or workplace. In recent months, however, the COVID-19 pandemic has resulted in health care guidelines asking therapists to use telepractice when possible. While the team already uses telepractice to help remote clients, it is now assisting many more people closer to home.

In Ontario, for example, Bayshore Therapy & Rehab was just a few months into a three-year contract with WSIB for vocational services when the pandemic began. Services were paused; now, some of them are going virtual. “We’re excited to provide different types of vocational assessments using videoconferencing, for example,” says Katie Schinkel, Director, Therapy & Rehab. “These workers are already struggling with injuries and have the added stress of the pandemic. Now we can provide immediate support. Our team is also successfully providing virtual occupational therapy, physiotherapy, cognitive rehab and other services. The best news is that we can assist all Ontarians using this technology, including those recovering from COVID-19.”

For more information, contact Katie Schinkel at [kschinkel@bayshore.ca](mailto:kschinkel@bayshore.ca)

## Putting design thinking to work

Design thinking is a process for developing people-centred solutions that consider the needs of the people who will use them. Within that approach, Lean Six Sigma (LSS) is a framework for testing ideas and making continuous improvements to products, services and processes. Bayshore recently began to integrate design thinking and LSS, by inviting employees from across the organization to learn about them.

Irene Wilson, Bayshore’s Director of Process Design & User Experience, is leading the training. Participants are

working toward their Green Belt ranking – the third of six LSS levels (Wilson herself is a Master Black Belt). The cross-functional group is collaborating on a number of projects to enhance the client experience.



“Green Belt training provides the skills to realign our thinking so we can enhance our processes and client care,” says Wilson. “It will allow all of us to have the tools and mindset to support a culture of innovation.”

For more information, contact Irene Wilson at [iwilson@bayshore.ca](mailto:iwilson@bayshore.ca)



# NURSES

## A VOICE TO LEAD

Nursing the World to Health

This year is the International Year of the Nurse, as declared by the World Health Organization. The campaign celebrates the world's 22 million nurses and calls attention to the challenging work conditions they often face – something we've seen all too clearly during the COVID-19 pandemic.

The year 2020 was chosen, in part, because it marks the 200th anniversary of Florence Nightingale's birth. The British nurse and social reformer is widely viewed as the founder of modern nursing. *(Read more about Nightingale at [bayshore.ca/in-the-news](https://bayshore.ca/in-the-news))*

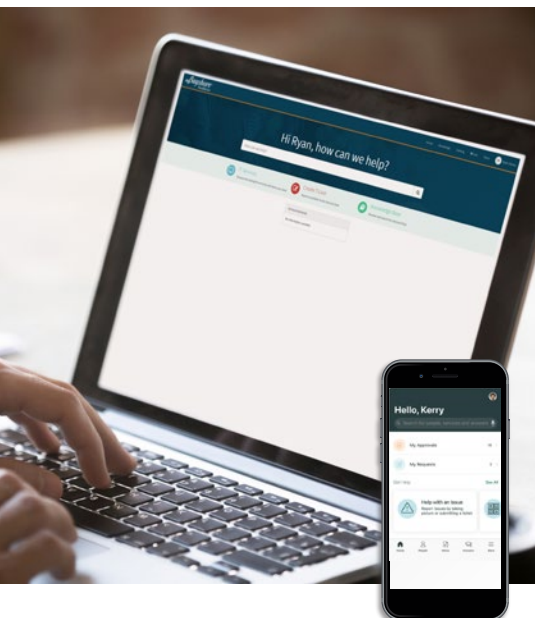
At Bayshore, we've created a short video about our outstanding nurses and other health care professionals. It's available on our YouTube channel.



[youtu.be/rckEw71NI4Y](https://youtu.be/rckEw71NI4Y)

## Service Now system instrumental in transition from office to home

In February, Bayshore's Information Technology team launched Service Now, a sophisticated, mobile-friendly ticketing system that makes it easier for employees to enter and track service requests. The system also empowers users with self-service options and efficient "smart forms."



"Service Now has improved transparency and visibility for users," says Greg Tully, Chief Information Officer. "Our help desk now receives 50% fewer status inquiry calls."

Collaboration is key to Service Now's success. Stakeholders from across the company helped design the system, and the IT team has already made improvements based on feedback. Users will also help develop new features and self-service options.

The new system was in the works well before COVID-19 struck, and it launched just in time to help employees transition to working from home. "Service Now has been vital during the pandemic," says Ryan Davies, Senior Manager, IT Operations. "The data told us what was happening across the organization."

For more information, contact Greg Tully at [gtully@bayshore.ca](mailto:gtully@bayshore.ca)

**servicenow**

## Fast Apply speeds up job applications

People who want to apply for jobs at Bayshore HealthCare can now do so quickly and easily with Fast Apply, an applicant tracking system launched in October.

"Before Fast Apply, filling out applications was cumbersome – it took 15 to 30 minutes. The process also required a lot of troubleshooting, which caused frustration, and we'd lose a lot of candidates half-way through," says Dora Pulcina, Director of Human Resources

Pulcina worked with an external vendor to streamline the process and make it mobile-friendly. "Now, candidates enter only basic information, and they're done in less than five minutes. We've received great feedback, and applications have increased 175%," says Pulcina.

For more information, contact Dora Pulcina at [dpulcina@bayshore.ca](mailto:dpulcina@bayshore.ca) or visit [bayshore.ca/careers](https://bayshore.ca/careers) to view career opportunities.



## Introducing Bayshore's Chief Nursing and Clinical Officer



Maureen Charlebois  
Chief Nursing and  
Clinical Officer

**Maureen Charlebois** is Bayshore's new Chief Nursing and Clinical Officer. She started her nursing career in home care and has held several senior executive positions at the local, provincial and national levels, including at organizations such as Canada Health Infoway, Rouge Valley Health System, Community Care Access Centre and other Ontario hospitals.

Maureen has worked closely with interdisciplinary health care teams to develop

holistic and client-centric solutions for improved health outcomes. She also has extensive experience with the adoption and utilization of new digital technologies across clinical environments nationally. Maureen is recognized for developing high-performing integrated teams, building strategic partnerships and leading large-scale transformations across the health care system. Her insights and experience provides for a strong foundation in community-based healthcare.

**Cindy Bennis** is the new Area Director of the Cornwall branch. Cindy is in her 21st year with Bayshore. She started as a front-line clinician at the Cornwall branch and was most recently the Regional Director, Clinical Management, coaching and mentoring clinical teams.

**Blake Cottrelle** has joined the private branch team as Director of Regional Growth. He will provide operational support for growth and expansion to the network of private branches within the Greater Toronto Area. Previously, Blake worked with the Finance team.

**Jocelyn Dooley** is the new Area Director of the Brantford Government branch. She is an RN with over 30 years' experience in hospital and community-based clinical management and educator roles. Most recently, she worked at Niagara Health.

**Heather Reziain** is now the Area Director for the Sarnia Government Branch. She has been with Bayshore for 15 years, in a variety of roles, most recently as the branch's Operations Manager.

**Gennifer Doucette** has joined the Oshawa Branch as Area Director. She brings several years of experience working with Community Care Durham, leading a sizeable team and providing high-quality services to clients.

**Jean Foster** is the Area Director of Bayshore's new Winnipeg Private branch, which opened in January. Jean has a strong background as an RN, as well as experience in the retirement and long-term-care sectors.

**Sarah Gardiner** became the Area Director of the Pembroke Branch in the fall. Previously, she was the branch's Operations Manager.

**Angel Griffen** is the new Area Director of Bayshore's branch in Halifax. She is an international medical graduate with experience in consumer health care within the primary care and senior living sectors.

**Paula Harvey** has joined the Mississauga Private branch as Area Director. She brings many years of experience from her previous position at ErinoakKids, where she worked with many community partners and funders.

**Kelsey Johnston-Carson** has joined the York Region Private branch as Area Director. Kelsey, who has been with Bayshore since 2011, was most recently Manager of the National Care Team.

**Frank O'Driscoll** has stepped in as the new Area Director for the Vancouver Private branch. He brings extensive business and leadership experience to the Home Health team.

**Marie Rochon** has been promoted to the role of Directrice Santé Nordique for Quebec. She has managed the province's Northern program since 2016, and it has grown significantly under her leadership.

**Vince Salemi** is the new Area Director for the Winnipeg Government branch. He has extensive experience, including over a decade working as a health care administrator, seven years in senior management roles and over 14 years of service in the Canadian Armed Forces.

**Heather Sellers** is the new Area Director for the Kelowna Private branch. Previously, she was Operations Manager of the branch for more than eight years, and acting Area Director for four months.

**Elizabeth Snelgrove** is the new Area Director for Bayshore's South West (London) branch in Ontario. She has over 25 years' experience in business development in the health care sector. Most recently, she worked at Advanced Medical Group and Western University.

**Elizabeth Thain** has taken on the role of Area Director for Windsor/Chatham. Elizabeth has been with Bayshore since 2005, having started as a PSW and has worked as a Client Service Coordinator. Her most recent position was Director of Branch Operations for the Windsor/Chatham branches.





## Bayshore Specialty Rx launches cooler return program

In November, Bayshore Specialty Rx launched a program to collect the coolers it uses to deliver medications to patients and clinics. Recipients can send coolers back via FedEx, with prepaid shipping. The program has been paused due to the COVID-19 pandemic; prior to that, the pharmacy was receiving about 75 coolers daily.

The coolers, which measure 8 x 8 x 11 inches, protect fragile specialty medications, many of which must be kept cold to remain stable. The pharmacy team chose Styrofoam because it insulates best. Some Styrofoam products are recyclable, but the coolers are not.

Amir Ghassemi, Manager of Specialty Pharmacy, developed a “reverse logistics” program in collaboration with FedEx. Helene Devuyt, Senior Operations Manager, assisted with planning

and logistics. Now, cooler recipients get a waybill that allows them to call for pickup. When warehouse staff receive coolers, they inspect them carefully and discard any damaged ones.

In addition to benefiting the environment, reusing the coolers will lower expenses, says Andrew Bakhit, Director of Pharmacy Services. “The savings are quite substantial, based on the size of the coolers and the area from which we’re getting them back.”

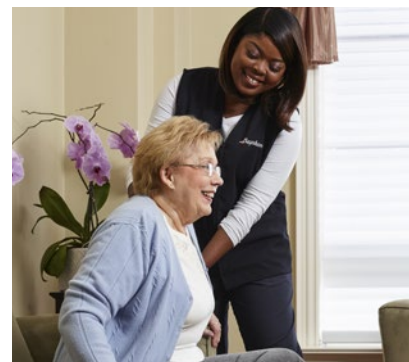
For more information, contact Andrew Bakhit at [abakhit@bayshore.ca](mailto:abakhit@bayshore.ca)

### To Bayshore’s BSRX Staff –

*I want to thank each and every one of you. From the pharmacists and crew who prepare my weekly meds, to the staff members who package my endless supplies, to the admin/customer service who answer my annoying phone calls and deal with my ridiculous requests and the amazing drivers who are always willing to help (sorry if I forgot someone!).*

*The Bayshore staff is beyond wonderful, kind, generous and thoughtful. I know I’m not always the easiest client/patient but know that I appreciate each and every one of you, especially over the past two years when my health has been at its lowest. I thank you – you are all part of my amazing medical team and I’m forever grateful.*

*Lots of love and endless thanks, Maria, BSRx client*



## 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 13,500 staff members and provides care to over 350,000 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](mailto:mmamak@bayshore.ca).

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**FOR THE 14TH STRAIGHT YEAR**, Bayshore HealthCare is honoured to be included on the list of Canada’s Best Managed Companies. Bayshore has also achieved Platinum Club status for the eighth consecutive year (to qualify, members must have maintained their Best Managed status for seven years or more).

For more information, please contact Kevin Webster at [kwebster@bayshore.ca](mailto:kwebster@bayshore.ca)

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HealthCare

