

BAYSHORE BRIDGES

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



Bayshore thanks
its employees for
"taking care of Canada"



Since the global pandemic hit in early 2020, every Bayshore employee has risen to the challenge in incredible ways – going beyond the call of duty to care for our clients.

In a gesture of appreciation, leadership teams across the country prepared thoughtful gifts for every one of Bayshore's 14,500 employees. Unique gifts were predominantly chosen with products from local businesses.

In some cases, gifts were hand delivered to staff by the senior leadership team. In others, staff were asked to come together in unique celebrations. The #BayshoreTogether initiative was capped off at a virtual town hall meeting with Bayshore President Stuart Cottrelle. He acknowledged each employee as a Health Care Hero,

whether they were on the frontline, phone, logistics support, pharmacy, clinic or office. "You've all proven, once again, how to make it through tough times – with passion and caring," said Cottrelle. "From the bottom of my heart, thank you for taking care of Canada!"

As I see it...

COVID-19 highlights the need for home care



Canada's seniors have been heavily impacted by the pandemic, with tragic consequences. This health crisis has shown that, for many seniors, the safest place is home.

A recent report from Ontario's Long-Term Care COVID-19 Commission highlights how home care can play a central role in strengthening senior care. It included these compelling findings:

- The COVID-19 infection rate among home care workers has been very low (0.01% to 0.2%) compared to that of long-term care staff (30%).
- In 2018–2019, one in nine newly admitted long-term care residents potentially could have been cared for at home.
- In 2014, institutional care cost an estimated \$60,200 per person, more than triple the cost of formal home care, \$18,000.

Home care won't solve every challenge in senior care, but as the Commission concludes, "There is a role for a robust home care program in supporting seniors and keeping them safe in the community."

Stuart Cottrelle
President, Bayshore HealthCare

Bayshore's Northern Staffing program awarded contract in Nunavut

Bayshore has won a multi-year contract as the primary nursing and midwife provider to Nunavut's Department of Health. Bayshore will work in partnership with the territory's government to solve staffing needs and significantly increase its volume of community health relief support services in Nunavut.

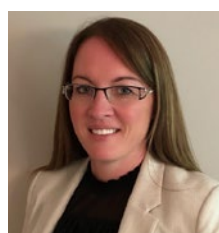
Bayshore's Northern Staffing program has been one of Canada's premier providers of health care staff in remote and isolated communities for over 20 years. "The new contract expands our scope in the north, presenting a great opportunity for nurses and midwives who want to experience working in Nunavut," said Scott Maloney, National Director, Staffing Services. "We provide an extensive orientation and virtual practicum to help them prepare."

Assignments range from four to six weeks, with fully paid travel, competitive compensation and flexible scheduling.

For more information, visit www.bayshore.ca/services/government/northern-opportunities/northern-nursing or contact Chantal Matte at cmatte@bayshore.ca

ICS helps patients transition from hospital to home

Bayshore's Integrated Care Solutions (ICS) group has been tremendously successful in transitioning patients from Ontario hospitals to home through three programs.



Two are Alternative Level of Care (ALC) programs: ALC to Rehab and ALC to Long Term Care (LTC), run in partnership with 12

Ontario hospitals. Patients who no longer need acute care are moved into these ALC programs – operated in spaces leased from retirement homes – to continue restorative care.

"Patients generally stay for 35 days before going home," said Anita Fitches, Director, ICS. "We're seeing really good outcomes. Over half of patients go home with full independence."

Since 2017, ALC to Rehab has saved the health system over 25,000 hospital days.

ALC to LTC, launched in November 2019, has saved 11,900 bed days. The latest ALC development is a short-stay transitional care unit at Bruyère Greystone Village Retirement Home in Ottawa opened in response to the pandemic. Patients come from acute-care facilities such as The Ottawa Hospital, Queensway Carleton Hospital and l'Hôpital Montfort.

"We're seeing really good outcomes. Over half of patients go home with full independence."

The third program is ICS's "@home" model, a seamless discharge care plan for patients who need restorative care. Pioneered with Southlake Regional Health Centre in 2019, the program is now offered at five other facilities, most recently

Scarborough Health Network in Toronto. Through SHN@Home, an integrated team of health professionals works with the patient, their family, and their hospital team. "Our @home program allows patients to be at home with the supports they need," said Fitches. "We're seeing improved clinical outcomes, including fewer emergency department visits and hospital readmissions."

For more information, please contact Anita Fitches at afitches@bayshore.ca

CLINICAL CORNER

with Maureen Charlebois

Chief Nursing and Clinical Officer

The COVID-19 pandemic has challenged and changed us all. I'm immensely proud of how the Bayshore team has worked together to mitigate its effects; protect our clients, their families and our colleagues; and keep providing the exemplary care we are known for. I'll share a few of the ways we led through this extraordinary time.

As always, we put safety first. Building on our existing Infection Prevention and Control (IPAC) practices, we launched a Personal Protective Equipment (PPE) safety mentorship program when the pandemic began. This is a key reason why our staff have felt safe on the job, and why our COVID-19 infection rate has been extremely low.

The pandemic has taken a physical and emotional toll on everyone, especially front-line health care workers. As part of our clinical engagement strategy, we launched "Stick it to COVID-19." The goal of the campaign was to engage our health care providers and other team members in a dialogue about their pandemic experience and their safety

and well-being. The campaign included "Let's Talk, Bayshore," a series of panel sessions open to all staff. Held virtually between January and March, the first six sessions were detailed discussions about COVID-19 vaccines. The seventh focused on mental health and well-being. Almost 1,500 employees attended the sessions.

We also advocated for vaccine clinics for our front-line health care workers. Along with other home care service providers, we urged the Ontario Ministry of Health to provide vaccine clinics for home care workers. In May, we ran two sites over 20 clinic days and 1,670 vaccinations were given.

I participated in a number of virtual COVID-related panel discussions last year, including a Children's Healthcare Canada panel about the needs of our children and families during the pandemic; a talk about learnings from the home sector at the BC Care Providers Association conference (September); and a discussion of COVID-19's impact on wound care patients at the Wounds Canada conference (October).

In May, I joined a panel discussion about ethical issues facing the health care sector in the wake of COVID-19, at a virtual event hosted by the Canadian Centre for Ethics & Corporate Policy and the Ted Rogers Leadership Centre at Ryerson University.

We're also implementing a Patient and Family Engagement Strategy and Patient Engagement Framework built on respect, information sharing, participation and collaboration. A key part of this initiative is a new Patient Family Advisory

Council (PFAC), involving past patients and family members, who will provide advice to help us enhance the patient care experience and achieve exceptional care together. We're very excited about this initiative, and recruitment for council members is underway.

Finally, with the vaccine roll out well underway across Canada, brighter days are ahead. I wish you and your family the best of health.



Carleton Place employee "braves the shave" for charity

An extraordinary employee at Bayshore Home Health's branch in Carleton Place, Ottawa, has turned a personal hardship into an act of kindness.

Nicole Smith, Client Service Coordinator for nursing, was recently diagnosed with alopecia, an autoimmune condition that causes rapid hair loss. She decided to shave her head on March 19 and turn the event into a fundraiser.

"We shared her story on social media and with our field staff, and we were blown away by the response," said Amy

Nadeau, Client Service Manager. Smith's "Brave the Shave" fundraiser collected \$3,000 for Lanark County Interval House, a local women's and children's shelter. The Bayshore Foundation for Empowered Living will match the donation by 50%.

"This event has truly brightened Nicole's spirits, and our staff and community have been generous and encouraging," said Nadeau.

For more information, please contact Amy Nadeau at anadeau@bayshore.ca



Nicole Smith (centre) gets help from Taralyn Buchanan (left) and Stacy Munro (right), both nurses at the Ottawa branch.



The Bayshore Home Health Halifax team helped deliver care packages to 1,000 isolated seniors in Nova Scotia and Prince Edward Island.

Halifax branch brightens seniors' day with care packages

Bayshore's Halifax branch made some special deliveries to local seniors last fall, in partnership with We Are Young, a charity serving Nova Scotia seniors.

"We delivered 1,000 care packages to our clients, especially those in rural areas, as they've been quite isolated during the pandemic," said Angel Griffin, Area Director, Nova Scotia & Prince Edward Island. "We mobilized our entire team, including admin and field staff, to complete this in just three days."

The gifts included locally made goods, such as bread and jam, packed into reusable bags. "Our clients were so happy," said Griffin. "It was a lovely surprise that meant a lot to them, especially with everything happening in lockdown."

For more information, please contact Angel Griffin at agriffin@bayshore.ca

B.C. branches sponsor a Breakfast to Remember

In March, Bayshore Home Health's branches in British Columbia were proud to be the platinum sponsor of Breakfast to Remember, a fundraiser for Alzheimer Society British of Columbia. The annual event usually takes place in Vancouver, Victoria and Kelowna. The pandemic compelled organizers to hold the breakfast virtually this year, but supporters were no less enthusiastic: over 750

digital devices streamed the sold-out event, which raised more than \$230,000.



"The speakers were really engaging, including our out-of-this-world keynote speaker, Canadian astronaut Chris Hadfield. The

feedback from people who attended was tremendously positive," said Stasia Hartley, Interim Regional Director, British Columbia. "It was a unique opportunity to support the Alzheimer Society and raise awareness about the need for dementia-friendly communities."

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

From hospitals to hockey hubs, Carecor is there

Carecor Health Services, a division of Bayshore HealthCare, specializes in patient care staffing. Before the pandemic, its staff worked mainly in hospital acute care, but in recent months, Carecor nurses have fanned out to a variety of locations, from community clinics and warehouses to an NHL "hub city."

"During the pandemic, there's been a big shift in where our nurses are needed," said Scott Maloney, Bayshore's National Director, Staffing Services. "One of Carecor's strengths is that we're agile – we can react and pivot quickly."

When Toronto was designated an NHL hub in 2020, Carecor partnered with LifeLabs, which provides diagnostic laboratory testing, to conduct COVID-19 swab tests on players, coaches and support staff. "At the peak, we did 2,000 tests a day, and that ran for six weeks," said Maloney. "We did such a good job that when the regular season started in January, the Toronto Maple Leafs asked us to continue. Our nurses also support the team when they're in Winnipeg, Ottawa and Vancouver, and we also provide testing for the Toronto Raptors of the NBA."

More recently, Carecor has assisted with vaccination efforts at hospitals, workplaces and Toronto Public Health clinics, and it's supporting the COVID-19 field hospital at Sunnybrook Health Sciences Centre in Toronto.

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

Janet Daglish joins Home Care Ontario's board



Janet Daglish, National Director, Business Development and Government Relations, joined the board of directors at Home

Care Ontario in June 2020, taking over the position from Stuart Cottrelle, Bayshore's President. The organization represents providers of quality home care services from across Ontario, and Daglish has served on its committees and working groups for over 15 years.

"Our goals are to support advocacy, knowledge transfer and various member services. I'm especially involved in supporting Home Care Ontario's advocacy goals, which aligns well with my government relations work at Bayshore," said Daglish. "Our vision is to create a better patient, caregiver and family experience."

For more information, please contact Janet Daglish at jdaglish@bayshore.ca

RN Jenny Laporte honoured by Canadian Armed Forces



Jenny Laporte, a Registered Nurse with Bayshore Medical Personnel, has received an award from the Canadian Armed Forces (CAF) for her work at Canadian Forces Base Ottawa, Montfort Hospital, as

part of Operation Laser, CAF's response to the global pandemic.

"It was an honour and a privilege to receive the Commanding Officer's Commendation Award from the Department of National Defence," said Laporte. "Serving our military members and supporting them in time of crisis was challenging, yet very rewarding. I am forever grateful to work with such an amazing group of people."

"It is a very high honour for civilians to receive recognition of this magnitude,"

said Joanne Dix, Director of Operations at Bayshore Medical Personnel. "We are very proud of Jenny."

Bayshore Medical Personnel recruits medical professionals for the CAF, RCMP and Veterans Affairs Canada.

For more information, please contact Joanne Dix at jdix@bayshore.ca

Palliative contract is move towards new model of care

Bayshore Health Care Solutions is pleased to announce that Home and Community Care Support Services (HCCSS)/LHIN-Mississauga Halton awarded a palliative contract for the provision of nursing and personal support in Southwest Mississauga North, East Mississauga North, East Mississauga East, and East Mississauga South.

The goal of the HCCSS and providers is to work towards a new model of care to ensure that patients and families with palliative needs receive high-quality care aligned with the HCCSS-Mississauga Halton, regional and provincial goals

and standards in the delivery of palliative care.

For more information, please contact Brandon Douglas at bdouglas@bayshore.ca

OBIA recognizes Colleen Boyce as Health Care Provider of the Year



Congratulations to Colleen Boyce, Director of Bayshore Therapy & Rehab (formerly NRIIO), who was recognized as

Health Care Provider of the Year at the 2020 Awards of Excellence in Brain Injury Rehabilitation, presented by the Ontario Brain Injury Association and PIA Law. Colleen is a strong advocate for clients, families and the brain injury community.

"I'm truly honoured to receive this award. Bayshore has supported me to lead a company and give back to the brain injury community, embracing our mission, vision and values," said Boyce.

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

Bayshore HealthCare launches virtual care app for cancer and palliative patients

CareChart, an innovative program offered by Bayshore HealthCare, has launched an after-hours symptoms management digital health app that lets cancer and palliative patients connect with a nurse from the comfort of their home.

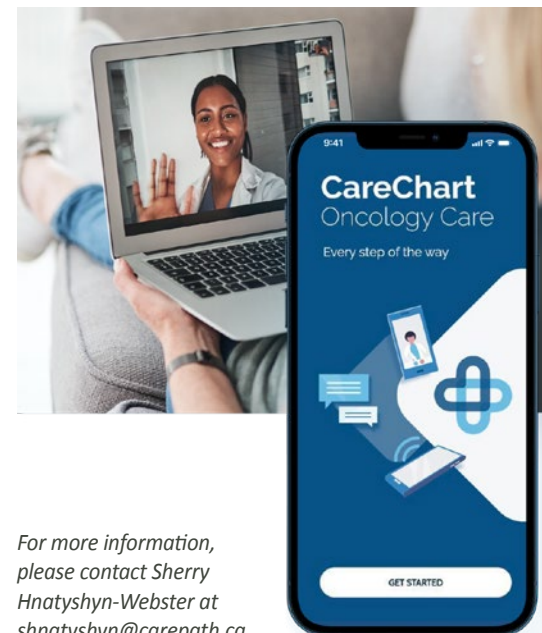
The goal of the user-friendly *CareChart Digital Health by Bayshore* app is to reduce the need for cancer and palliative patients to go to the emergency department by providing them with world-class health care in their homes.

Key features of the *CareChart Digital Health by Bayshore* app include online and telephone triage, real-time reporting of case information to the patient's health care team, intuitive user interface

across platforms and patient symptom self-assessment.

The *CareChart Digital Health by Bayshore* app is an extension of a successful telephone triage service Bayshore created in 2016 called CareChart@home. The service, sponsored by Ontario Health (Cancer Care Ontario), enables cancer patients to phone a nurse after hours for support managing symptoms and is now available in more than 70 Ontario hospitals.

"A huge advantage of the app is patients have the option to connect with a live nurse and can immediately get their symptoms treated instead of having to go to the emergency department after hours and sit in a waiting room," said Dr. Peter Anglin, Medical Director, CareChart.



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



significant value for both the person receiving care and for the larger health care system in the post-pandemic world,” said Kevin Webster, Chief Operating Officer.

Each year, Bayshore delivers care to more than 350,000 patients. With the launch of its new digital platform, Bayshore is best-positioned to improve health outcomes and provide comprehensive solutions for seniors and those living with chronic diseases in communities across the country.

“Bayshore DXP is a scalable future facing platform built on the Amazon Web Services cloud. The open architecture ensures Bayshore, Canada’s leading national integrated health care service organization, will be at the intersection of care and technology as health care transforms,” said Webster.

The Bayshore Digital team is currently preparing to roll out several digital products, including virtual care and remote patient monitoring, that have been tested and scaled during COVID-19 given the exponential growth in non-contact care beyond the walls of hospitals.

The intersection of health care services and digital technologies in communities across the country presents an opportunity to transform health care and ensure a sustainable future for Canada’s publicly-funded system.

For more information, please contact Dheeraj Paul at dpaul@bayshore.ca

Bayshore’s new digital platform to transform Canadian home and community health care

Bayshore recently launched the Bayshore Digital Experience Platform (Bayshore DXP) designed to accelerate the shift from hospital to patient-centered home health care in Canada. Bayshore DXP is a launch pad to support the evolution of a suite of digital home health care services to enhance the experience for patients, caregivers and front-line workers. It also allows Bayshore to partner with health care organizations and industry stakeholders across Canada on innovative digital initiatives by supporting ease of integration.

Bayshore DXP is the result of a three-year strategic investment initiative led by innovative digital architects who are part of the Bayshore Digital team. Using Human-Centered Service Design principles, the Bayshore Digital team works closely with patients and caregivers to design digital health care solutions with world-class patient experiences.

“We believe by leveraging more than 50 years of community health care experience and engaging with patients and caregivers using our services in designing solutions, we will create

Bayshore Specialty Rx introduces Carepacks



of plastic pouches, each labelled with the time of day its contents should be taken. Clients on the go can carry just the doses they need.

In March, Bayshore Specialty Rx started piloting Carepacks, new medication packaging for customers with three or more prescriptions. Instead of pill bottles or blister packs, tablets are sealed in a strip

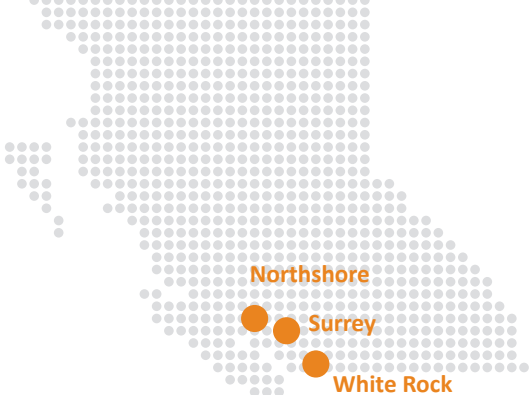
of plastic pouches, each labelled with the time of day its contents should be taken. Clients on the go can carry just the doses they need.

“The new packaging is made possible by PACMED, an automated machine that cuts dispensing time by 75% compared to hand-filling blister packs,” said Josie Luongo-Angelini, Pharmacy Manager, Diabetes Express Pharmacy, Bayshore Specialty Rx. She emphasizes that only the packaging is changing. Clients will

continue to receive home delivery, individualized counselling and drug information with their prescriptions.

“Our goals are to help people better manage their medication and to help seniors live at home longer,” said Luongo-Angelini. “Carepack helps by providing packaging that’s easy to understand and use, which helps people take their drugs correctly.”

For more information, please contact Josie Luongo-Angelini at jluongoangelini@bayshore.ca



Branch expansion in B.C.'s lower mainland

Bayshore has three new private branches: White Rock, Surrey and Northshore, serving British Columbia's lower mainland. Each branch will have its own Area Director, nurse manager and recruiter.

"These branches are designed to grow our capacity to support home care services in their respective areas, as well as their surrounding geographies," said Keena Naik, National Director, Consumer Home Health. "Please join me in welcoming Sarah Macey and Naazra Khan. In addition, our Vancouver team continues to provide services, allowing for a greater ability to support clients and families in the lower mainland."

For more information, please contact Keena Naik at knaik@bayshore.ca

Bayshore launches electronics recycling program to benefit charity

What should you do with unwanted tech devices? End-of-life electronics, or e-waste, should never be thrown away – they often contain toxins, reusable materials or sensitive data.

Bayshore employees who visit the national office in Mississauga, Ontario, can safely discard devices through the company's Electronic Waste Collection and Recycling program, launched in 2020. Recycle My Electronics, a program of the Electronic Products Recycling Association, sorts and disassembles

the items. In exchange, the Bayshore Foundation for Empowered Living receives a small amount of money (paid by weight), to be donated to charity.

"Bayshore has collected 600 kilograms of electronics," said John Lawrence, Director of the Bayshore Foundation, who oversees the initiative as part of the Bayshore Environmental Responsibility Program. The recycling program will expand to more locations this year.

For more information, please contact John Lawrence at jlawrence@bayshore.ca



Roger Rebelo and Matt Chlebowski from the NDC Facilities Team help make the program run smoothly.

Bayshore transitions to Office 365

Bayshore's Information Technology team has started transitioning the organization to Microsoft Office 365, a web-based product that includes familiar productivity apps such as Exchange, Word, Excel and PowerPoint, plus some notable advantages. The goal of implementing the new platform is to improve the employee experience.

"Office 365 offers improved communication and collaboration with employees and business partners, better

security and automatic updates, so we always have the latest software," said Greg Tully, Chief Information Officer.

"Office 365 also has a better cost structure in the long term, partly because we no longer need to pay for the infrastructure to back up data and support our email environment."

The transition to Office 365 is expected to wrap up in the fall.

For more information, please contact Greg Tully at gtully@bayshore.ca



Elsa Cabral joined Bayshore in 2020 as Managing Director of Home Health to provide strategic direction and enable growth with innovative products and services. Previously, she held executive leadership positions at LifeLabs where she was accountable for the performance and transformation of service delivery channels for diagnostic testing, customer experience, contact centres, logistics, materials management, employee health and safety, as well as operational excellence and innovation.

Patrick Callan has joined Bayshore HealthCare as Manager, Corporate Communications & Public Relations. Patrick has over 10 years' experience in journalism and corporate communications in both the public and private sectors. He joined Bayshore from the Centre for Addiction and Mental Health.

Janice Hynes-Morgan is the new Area Director of Bayshore's Newfoundland branch. Janice is a Registered Nurse with several years of progressive experience within various client and employee management roles. Her most recent role was Manager of Clinical Practice at Bayshore's Newfoundland branch.

Nazrul Islam recently became Area Director of Bayshore's Montreal and St. Foy branch, covering Ummi Kulsum's maternity leave. Nazrul is a Registered Nurse joining us from the McGill University Health Centre in Montreal. Before working as an emergency room nurse, he gained nearly 10 years of experience in community development and outreach within Montreal's underserved communities.

Naazra Khan is the Area Director of Bayshore's new Surrey/Langley branch in British Columbia. Naazra has worked in home care for almost 40 years, including a stint at Bayshore from 2003 to 2014; her most recent role was Client Services Manager.

She returned to Bayshore in 2020 as Area Director for the Surrey Private branch.

Jenny Krajewski is now Area Director of the Barrie Private branch, which she joined as Manager of Clinical Practice when the branch opened in 2017. Jenny is an experienced sales, operations and people leader who has extensive knowledge of the home care sector.

Sarah Macey is the Area Director of Bayshore's new White Rock branch in British Columbia. Sarah has been a physiotherapist for over 20 years. She has worked in private practice, long-term care, hospitals, non-profit health care and home care.

Susie McMaster is the new Area Director of Bayshore's Waterloo Wellington Government branch. Susie, who has a nursing background, brings over 15 years' experience in retirement and community settings in Ontario, British Columbia, Alberta and Scotland. She is also passionate about Dementia and Palliative Care.

Kelly Park has joined the Toronto Private branch as Area Director. Kelly has a background in nursing and health care business management. She has also worked in urgent care and was most recently the Director of Operations at a Toronto-based home care agency.

Kerri Robinson is now the Area Director of Bayshore Home Health's Vaudreuil branch. Kerri joined Bayshore in 2017, working as a Nursing Supervisor and then as a Manager of Clinical Practice. Kerri is passionate about home health care. Before joining Bayshore, she was an educator for a college Personal Support Worker program.

Julie Siabanis has joined the Home Health team as Director of Consumer Marketing and Insights. With her experience in consumer product launches, campaigns, and acquisition and retention strategies, she will support the Home Health team and the launch of new products and services.

About Bayshore HealthCare

Bayshore HealthCare is one of the country's leading providers of home and community health care services and is a Canadian-owned company. With locations across the country, including 65 home care offices, 13 pharmacies and 81 community care clinics, Bayshore has more than 14,500 staff members and provides care to over 350,000 clients annually. Its services are purchased by government care programs, insurance companies, workers' compensation boards, health care organizations, the corporate sector and the public. The Bayshore brand extends across three business divisions: 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), in addition to two innovation teams: Integrated Care Solutions and Bayshore Digital. The company's goal is to enhance the quality of life, well-being, dignity and independence of Canadians of all ages. Bayshore HealthCare has been a recipient of Canada's Best Managed Companies award since 2006. In 2017, Bayshore HealthCare launched the Bayshore Foundation for Empowered Living to assist those living with illness, injury or aging reclaim or maintain their independence.

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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