

Making our mark

2016 Impact Report



OUR WHY

To spread hope and happiness

OUR VISION

To honour the human face of health care

OUR VALUES

We see possibility everywhere

We are collaborators

We believe in the power of people and communities

CANADA'S LARGEST SOCIAL ENTERPRISE

50 million

visits in the past decade



14.5%

average annual growth rate over ten years



8,000+

employees



500+ partnerships

with Indigenous communities and organizations in all provinces and territories



\$4 million

invested in end of life care since 2015

100+ years

of living in the future



Canada Order of Excellence

measuring against global best practices (2015)



Hello, from Shirlee

The word impact denotes power and momentum — force and change. It brings to mind images of items colliding. And impact always leaves a mark. In the context of our work at Saint Elizabeth, we are proud of the impact we are making and we value each and every mark left behind. These marks are reminders of the difference we are making and how the experience is changing each of us.

As you read and explore the various interactive components of this report, you'll see we are most proud of the impact we are making *together, with others, for people*. From our focus on empowering people, to transformative care, to the beauty and joy in end of life journeys, we've done everything with amazing staff, incredible partnerships and a 100+ year commitment to innovation.

Enjoy!

Shirlee Sharkey
President & CEO

 [@ShirleeSharkey](https://twitter.com/ShirleeSharkey)

SAINT ELIZABETH COMMUNITY ENTERPRISE

We are a not-for-profit charitable organization, powered by people who are dedicated to changing lives, health care and society for the better.

Tough problems. Innovative solutions.

We see possibilities everywhere



Empowering patients and caregivers

We bring person and family centered care to life throughout the health care ecosystem





LEARN MORE

- 🎬 Watch: [The Elizabeth Cartoon \(2:10 min\)](#)
- 🎬 Experience: [Our Hope And Happiness Showcase \(1:42 min\)](#)
- 🎬 Hear: [Shirlee Sharkey shares our journey at Our Future Health \(10:02 min\)](#)
- 🎬 Watch: [Hope and Happiness Week \(2:18 min\)](#)

GET INVOLVED

- ☀️ Go out and spread some hope and happiness!
- 👤 Recognize a SE employee with a donation to our [Gift from the Heart](#) program
- 🐦 [#HopeAndHappiness](#)

WHAT IS HOPE AND HAPPINESS?

At Saint Elizabeth, our purpose – our Why – is to spread hope and happiness. Every day, we hear stories about the ‘little things’ our staff do for their clients and communities. These things, individually and collectively, are not so little at all.

To celebrate this spirit of caring and inspire others to join us, we launched a movement, which is spreading hope and happiness across Canada and beyond.

WHAT HAVE WE ACHIEVED SO FAR?

To create early momentum, we presented each employee with \$25 and challenged them to pay it forward with personal and creative acts of kindness.

In 2015, our Hope and Happiness movement earned the prestigious Human Spirit Award from the Canadian College of Health Leaders.

We created a Hope and Happiness showcase at our Corporate office in Markham; this 2,000-square foot installation fuses elements of storytelling and design to showcase our history of living in the future.

Inspired by Saint Elizabeth, our partner Radboudumc, one of the leading academic centres for health innovation in the Netherlands, is replicating the Hope and Happiness campaign with its 14,000 employees.

In May 2016, we celebrated our first annual Hope and Happiness Week — 100 leaders spent a day in the field, engaging with front-line staff, patients and families, and experiencing our care and impacts firsthand.

WHAT IS PERSON AND FAMILY CENTRED CARE?

It is a holistic approach to health care that honours each patient as an individual and equal partner in their care, incorporating the elements that are most important to them on their wellbeing journey: their families, their lifestyle and values, and their health goals. Research shows this approach can lead to positive outcomes including better quality of care; better patient, family and staff experiences; fewer conflicts and complaints; and lower costs for the health system.

HOW IS SAINT ELIZABETH INVOLVED?

With the leadership of our Research Centre, we have spent more than six years working to better understand the philosophy, practice and culture of person and family centred care, and how to bring it to life within health organizations. This work has been supported by Health Canada, the Ontario Ministry of Health and Long-Term Care and Saint Elizabeth.

WHAT HAVE WE ACHIEVED SO FAR?

We have developed a range of evidence-based tools to help health organizations become more person and family centred, including a comprehensive Do-It-Yourself (DIY) guide, a needs assessment survey and an online inventory of resources.

We have supported the PaCER (Patient and Community Engagement Research) Program at the University of Calgary's O'Brien Institute for Public Health.

We have partnered with other national organizations such as the Alzheimer Society of Canada, to expand our efforts and impact.



Our education program for person and family centred care has been delivered to more than 4,000 health care providers, leaders and support staff across Canada.

We share our knowledge widely across the health care system. An April 2016 article by Saint Elizabeth researchers Danielle Bender and Dr. Paul Holyoke, was named in the Longwoods Top 10 (published since 2015).

In 2008, our CEO Shirlee Sharkey was appointed by the Ministry to lead an independent review of staffing and care standards for long-term care homes in Ontario. Her report, *People Caring for People*, highlighted the need for a stronger focus on quality of care, health outcomes, resident satisfaction and staff engagement in long-term care.

LEARN MORE

- [Visit: Saint Elizabeth Person and Family Centred Care Institute](#)
- [Download: Our free DIY Guide and Resources](#)
- [Share your PFCC innovation or experience](#)
- [Shirlee Sharkey's Report: People Caring for People](#)





Today one out of every four Canadians is a family caregiver, and that number is expected to grow to one in three by 2020. About 75 per cent of caregivers are in the workforce, juggling the demands of caregiving with careers and busy personal lives, while 28 per cent are in the 'sandwich generation' with children under the age of 18. The majority of caregivers do not believe they have complete access to the resources they need.

HOW IS SAINT ELIZABETH INVOLVED?

We've been working with family caregivers for more than 100 years. Guided by the latest research, knowledge and technology, we are developing next generation solutions to support caregiver wellness.

WHAT HAVE WE ACHIEVED SO FAR?

In 2011, we partnered directly with family caregivers on a ground-breaking study, identifying five promising practices and 20 indicators of effective caregiver education and support; we also developed a self-audit tool and resource centre for organizations to improve their own programs for caregivers.

We are a founding member and one of four signatory organizations that govern Carers Canada, a federally incorporated, not-for-profit organization that works to enhance quality of life for caregivers.

In 2015 we created Elizz, a go-to place for 'all things caregiving'.

Our DIY website offers free caregiving resources, trusted articles and personalized content; more than 70,000 caregivers visit elizz.com every month — and this number continues to grow.







We developed the Elizz 5 LifeStages of Caregiving[®] to build awareness of the role of family caregivers, to meet them early and help them succeed at every stage of their journey.




In 2016, we celebrated the human side of caregiving with a powerful and intimate portrait series by the renowned Canadian photographer, Christopher Wahl.

We provide personalized virtual services to caregivers in Canada and beyond, and have created a global social following.

LEARN MORE

-  Visit: elizz.com
-  Watch: [Faces of Caregiving, a collection of portraits by Christopher Wahl \(2:33 min\)](#)
-  Read: [Caregiving Is Not a Disease: Moving from Reactive to Proactive Supports for Family Caregivers across the Healthcare System](#)
-  Download: [Promising Practices and Indicators for Caregiver Education and Support](#)

GET INVOLVED

-  [How are you feeling today?](#)
-  Discover: [Elizz 5 LifeStages of Caregiving[®]](#)
-  [Assess your caregiver program using our Self-Audit Tool](#)



Mobilizing communities

We nurture partnerships and community-led development





We have created a respectful and productive model of partnership that has been recognized by the Health Council of Canada as a leading practice for supporting culturally safe care.

WHAT IS THE FIRST NATIONS, INUIT AND MÉTIS PROGRAM?

We are an innovative team that works in partnership with more than 500 Indigenous communities and organizations across Canada to positively impact health and wellbeing at the local level. Our work is focused in three areas:

1. Providing virtual education at no cost to health care providers working in First Nation communities
2. Conducting action-based research to help understand and address gaps and barriers to care
3. Mobilizing knowledge exchange and community-driven approaches to health and well-being

HOW IS SAINT ELIZABETH INVOLVED?

Together with the Saint Elizabeth Foundation, we have supported the program and invested in its development for more than 15 years.

WHAT HAVE WE ACHIEVED SO FAR?

In response to community interest and demand, we committed \$2 million to scale the program nationally and support sustainability.



We developed 13 online courses with and for First Nations; over 2,400 health care providers have completed our courses, logging more than 9,600 hours of learning last year alone.

We delivered 365 webinars to over 3,600 people, and provided in-person education to health care providers from more than 125 communities across Canada.

Working closely with our partners, we have led six community mobilization projects and three research projects, leading to improvements in diabetes care, palliative care, cancer care, Elder care and caregiver support.

We supported almost 200 people to become Certified Diabetes Educators, making diabetes education and care more accessible within First Nation communities.

LEARN MORE

- 📄 Visit: [First Nations, Inuit and Métis Program website](#)
- 📺 Watch: [Testimonials about our work with communities \(1:45 min\)](#)
- 🐦 Engage: [@FNIM_Program](#)

GET INVOLVED

- 🔗 Explore: [Our education opportunities](#)
- 💰 [Help us do more by making a charitable donation](#)

Canada is home to more than 170,000 not-for-profit and charitable organizations, ranging from small community services to large hospitals and universities. The third sector, as it is known, makes a vital contribution to the strength and character of our communities as well as our national economy. Yet many not-for-profit and charitable organizations face common struggles including a growing demand for services, insufficient funding, staffing challenges and turnover, access to technically skilled resources, and a more complex compliance and reporting environment.

HOW IS SAINT ELIZABETH INVOLVED?

Through our growth and expansion over the past 15 years, we have significantly expanded our operational infrastructure in the areas of finance, accounting, human resources and information technology. As a social enterprise, we wanted to find a way to leverage our size, leadership and infrastructure to support the vital work and impact of the broader community sector.

WHAT HAVE WE ACHIEVED SO FAR?

In 2013, we launched a Managed Services division to support the community sector. For three years, we have provided high-quality business and back office support at an equal or reduced cost to community-based organizations, enabling them to access more skilled resources and to focus on their mission-critical work. In 2015-16, we supported more than 30 not-for-profit, charitable organizations.





Transforming care systems

We collaborate to improve the patient experience, health outcomes and system performance



Over the past 100 years, we've had countless conversations with patients, caregivers, neighbours and friends.

While everyone's situation is unique, there are some universal themes that have stood the test of time: People want to live at home, they want to be well cared for and respected, and they want services that fit their lives.

With amazing talent and the opportunities of our modern, connected world, we have the tools to make it happen.

HOW IS SAINT ELIZABETH INVOLVED?

We work collaboratively with hospital, primary care and community partners to design, test and evaluate a range of integrated models that leverage people's strengths, meet their needs and create better value for the health system.

Evidence suggests that integrated models of funding can reduce in-hospital recovery time, readmissions and visits to the emergency department, while supporting better outcomes and patient satisfaction.

WHAT HAVE WE ACHIEVED SO FAR?

We are partnering with Covenant Health in Alberta to pilot transformational approaches to the care of the most frail seniors.

We are involved in half of the partnership projects selected to implement 'bundled care' in Ontario, as well as other innovative hospital partnerships.

We have completed multiple consulting projects geared toward system transformation through new programs and ways of delivering service.



We are always scanning the globe for new and promising practices related to care delivery so we can share and adopt them here at home.

We are working with Cancer Care Ontario and the Ontario Renal Network to provide home hemodialysis, assisted by specially-trained Personal Support Workers, in partnership with eight regional renal programs across the province.


With the leadership of our Research Centre, we have studied new and better ways to provide care through team-based approaches in areas such as wound care palliative care and stroke care.

We have developed frameworks such as our Coach Approach, and OCAR (Observe, Coach, Assist, Report), to support personal wellbeing, positive health experiences and team-based care.

LEARN MORE

 Visit: [Transition Services](#)

 Read: [Shirlee Sharkey: We must innovate to improve home care](#)
(Ottawa Citizen)

 Read: [OCAR: An Emerging Framework for Integrating Unregulated Healthcare Providers into Interdisciplinary Teams](#)



WHAT HAVE WE ACHIEVED SO FAR?

97% of our patients would recommend Saint Elizabeth to family and friends, based on independent third-party satisfaction surveys.

The Canada Order of Excellence, the highest recognition from Excellence Canada, measuring against global best practices in innovation, excellence and wellness (2012, 2015).

Accreditation, with Exemplary Standing (2013) — our sixth consecutive award, demonstrating the highest level of quality and performance.

In 2016, we completed a successful membership review by Catholic Charities of the Archdiocese of Toronto, in keeping with our core values and focus on delivering effective services, leadership and advocacy for those who need our help.

LEARN MORE

- ▶ Watch: [Excellence comes from within \(1:23 min\)](#)
- ▶ Read: [Shirlee Sharkey named Chair of Excellence Canada](#)
- ▶ Visit: [Excellence Canada website](#)
- ▶ Visit: [Accreditation Canada website](#)
- ▶ Visit: [Catholic Charities website](#)



Educating for excellence

We leverage a century of wisdom to educate, inspire and empower health care providers





We support the successful transition of newcomers to Canada by offering an enriched English for Health Care program that includes English language training, concurrent to the Health Care Assistant curriculum.

WHAT IS THE SAINT ELIZABETH HEALTH CAREER COLLEGE?

We are a network of regulated, not-for-profit vocational schools that prepare the next generation for successful careers in health care. With a strong social purpose and focus on clinical excellence and innovation, our health career colleges offer a range of post-secondary training programs and continuing education courses.

HOW IS SAINT ELIZABETH INVOLVED?

Building on a century of wisdom as a knowledge leader in health care, Saint Elizabeth formally expanded into the education sector in 2011. That's when we acquired a struggling non-profit home support agency with a rich history of service and an accredited training school in British Columbia. Recognizing the growing demand for front-line talent and quality care, we leveraged our strengths and experience to develop a scalable model that is meeting workforce needs, while supporting social and economic development.



WHAT HAVE WE ACHIEVED SO FAR?

As one of the largest health care providers and employers in Canada, we understand the trends that are shaping our industry and the skills graduates need to succeed. As a result, 91.5% of our students graduate, and at least 83% are employed within six months.

We have designed a flexible schedule that meets the needs of mature and second-career students; to further accommodate work/life demands and overcome barriers to training, particularly in rural and remote communities, we have designed a cutting edge blended delivery program for health care assistants in BC.

We have four campuses with state-of-the-art facilities in Vancouver, Victoria, Ottawa and Barrie.

We help launch careers by offering all graduates of our Personal Support Worker (PSW) Certificate and Health Care Assistant (HCA) Diploma programs a guaranteed employment interview with Saint Elizabeth Health Care.

LEARN MORE

 Visit: [Health Career College website](#)

 Watch: [Start your career as a health care assistant \(0:44min\)](#)

 Connect with us: [Twitter @SEHCCollege](#) or on [Facebook](#)



We've been opening the door to new possibilities and care experiences for more than 100 years. Whether we are deepening our expertise or developing new skills and perspectives, we bring our passions to life. through learning and leadership.

WHAT HAVE WE ACHIEVED SO FAR?

We spend well over than the national average on employee training, learning and development. Since 2001, we have provided over \$1 million in tuition assistance to help employees further their knowledge and education.

To nurture new talent and bright minds, we offer five annual scholarships and bursaries in areas ranging from community nursing to health policy and leadership.

In 2015-16, we supported 350 student placements in a wide range of disciplines.

Our unique 'Caregivers in the Workplace' program is currently supporting nearly 1,000 employees at Saint Elizabeth. Developed by Elizz, this interactive, research-based program is also customized for other companies — large or small — who want to improve the engagement, retention and productivity of working caregivers (that's 35% of employed Canadians).

We don't just let employees 'rock the boat', we help them do it!

In 2016, we supported more than 120 staff to become certified change agents through the School for Health and Care Radicals, backed by the UK's National Health Service.

Our CEO Shirlee Sharkey is a regular contributor to The Globe and Mail, where she shares her views and advice about leadership and management.

Together with Women's College Hospital and Toronto Public Health, we launched a Rising Stars program to develop future health leaders through formal learning, mentorship and networking. More than 40 Saint Elizabeth staff graduated from the program between 2008 and 2015.

For more than 10 years, we have provided a tailored mentorship program to strengthen and support small faith-based organizations, with funding support from Catholic Charities of the Archdiocese of Toronto.

In 2016, we are launching Leadership Edge, an 18-month leadership accelerator program for both senior and next generation staff, focused on building bench strength for growth.

LEARN MORE

 Read: [Take a page from Hemingway for your next meeting \(Globe & Mail\)](#)

 Watch: [Meet Claudia, a Saint Elizabeth Rising Star \(2:42 min\)](#)

 View: [Saint Elizabeth Scholarships and Bursaries](#)

 Read: [Caregivers in the Workplace: From HR challenge to business opportunity \(HR.com\)](#)



Honouring life journeys

We work to bring greater comfort, dignity and peace to the end of life

WHAT IS HOSPICE PALLIATIVE CARE?

Hospice palliative care is a special type of care for people and families who are dealing with a life-threatening illness, at any age. The focus is on achieving comfort, reducing suffering, and improving quality of life. Palliative care can be delivered in a number of different locations or settings including the hospital, home, long-term care facilities or residential hospices.

HOW IS SAINT ELIZABETH INVOLVED?

With a well-established Research Centre and palliative care program, Saint Elizabeth has a strong knowledge foundation in end-of-life care that spans over 30 years. Today we are bringing positive change to end of life journeys through local partnerships, knowledge leadership and community investments.

WHAT HAVE WE ACHIEVED SO FAR?

Through our national care team, we provide palliative care nursing and personal support services to more than 10,000 Canadians annually.

Since 2015, we have committed \$4 million to strengthen end of life care for people and families, including better access to residential hospice care through local partnerships

To further build community capacity, we teamed up with Hospice Palliative Care Ontario (HPCO) to bring online learning to the province's 13,000 hospice volunteers.

For more than 10 years, we have provided dedicated funding for a multi-faith chaplaincy program that offers spiritual care, grief counselling and pastoral support.

We currently have two chaplains and will be expanding the program in 2016 to better support patients, families and staff in the end of life journey.







We launched the Reflection Room, an innovative research effort that leverages storytelling and design to engage Canadians in thinking and talking about death and dying.

We are a partner and steering committee member of Palliative Care Matters, a national initiative launched in 2016 to ensure the Canadian health system is able to deliver consistent, high-quality and evidence-based palliative care, now and in the future.



We commissioned a national survey by Environics Research to understand Canadian views on end of life care.

Together with our Foundation, we have received two philanthropy awards for our vision, financial support and dedication to fostering the true spirit of palliative care (HPCO).

LEARN MORE

-  Read: [Innovations in palliative care \(Global National\)](#)
-  Visit: [Palliative Care Matters](#)
-  Watch: [A family member reflects on end-of-life care at home \(9:13 min\)](#)
-  Infographic: [Canadians and end of life care](#)

GET INVOLVED

-  Visit: [The Reflection Room](#)
-  Help us do more by [making a charitable donation](#)



Inspiring possibilities

We scout and ignite new ways to deliver care and impact





As a health care social enterprise, our starting point is deeply rooted in social innovation — finding ways to address societal needs through new approaches. At Saint Elizabeth, we support innovation in a myriad of ways, including as an investor, an investee and/or a co-creator.

WHAT HAVE WE ACHIEVED SO FAR?

As a not-for-profit charity, we are known for social innovation and are recognized as Canada's largest social enterprise.

We hired our first Innovation Seeker more than 20 years ago to nurture a culture of innovation, provoke new ideas and help us to achieve the future.

We achieved a breakthrough in cancer care in 1991 when Saint Elizabeth became the first organization in Canada to provide chemotherapy in the home; in the 1980s, we were one of the first to provide community-based care for people living with HIV/AIDS; since 2000, our First Nations, Inuit and Métis program has been nurturing local innovation and community-led approaches to health and wellbeing.

Inspired by the work of the iconic business thinker Gary Hamel, we created an Idea Factory in 1997 to provide a physical space for imagination and creative thinking. The Idea Factory became the birthplace of many innovations, including our virtual education platform, @YourSide Colleague®.

We provided \$1.5 million in seed funding and research grants through our former 'Care to Know Centre'. This investment supported innovations like the bant app, which helps young people manage Type 1 Diabetes.

In 2014, we became the first health care organization in Canada to adopt a formal social media platform that spurs innovation from frontline employees.

In partnership with MaRS, Saint Elizabeth sponsored the Spring 2014 cohort of Impact8, Ontario's first accelerator for social purpose businesses, focusing on innovations in health and wellbeing.

In the past year, we have formed strategic partnerships with leading innovation hubs such as Radboudumc REshape Center, MaRS and ventureLAB.

Our CEO Shirlee Sharkey, is a member of the Ontario Health Innovation Council and has been recognized with the national Innovation Award for Healthcare Leadership.

LEARN MORE

 Watch: [Shirlee Sharkey and Lesley Larsen at #xMed 2015 \(6:42 min\)](#)

 Read: [Saint Elizabeth uses SoapBox to spur innovation from employees](#)

The rising use of mobile devices such as smart phones, tablets and wearables are transforming health care and the workplace, opening the door to new possibilities in connected health.

HOW IS SAINT ELIZABETH INVOLVED?

Created in 1908 as a visiting nursing association, we have embraced the challenge of bringing health care to people, wherever they are, for more than a century. Since the late 1990s, we have been a leader in piloting new technologies and innovations for virtual care.



We have invested in the development of new models and tools including virtual nursing services, virtual wound care, virtual health coach, online education and remote patient monitoring.

WHAT HAVE WE ACHIEVED SO FAR?

We have created a Centre for Excellence in Virtual Care that provides 24/7 remote monitoring and virtual support to our patients and staff in the community.

Following a successful five-year affiliation, Saint Elizabeth acquired Tyze Personal Networks in 2014 and has continued to invest in its development; there are currently more than 10,000 Tyze networks worldwide.

In 2015, we deployed more than 5,500 tablets and smart phones to our care team across Canada.

We are currently using TelePowerShift, our remote patient monitoring system, within several health system partnerships; this innovative platform helps to 'shift the power' to patients and their families, enabling them to be more active in the management of their health conditions and wellbeing.

LEARN MORE

 Watch: [Powering the Future of Home Care \(2:09 min\)](#)

 Watch: [What is Tyze? \(1:53 min\)](#)

 Read: [Three technology trends for health innovation \(CEO Blog\)](#)

Thanks to the generous financial contributions of our Saint Elizabeth Foundation donors, we are able to make an even greater impact on people, communities and families across Canada.



Connect with us

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To support our charitable programs,
visit www.saintelizabeth.com.