



St. Joseph's Hamilton Joint Boards of Governors

April 2017

Open Agenda Package – Web Version

Mission: Living the Legacy – Compassionate Care.
Faith. Discovery.

Vision: On behalf of those we are privileged to serve, we will: deliver an integrated high quality care experience, pursue and share knowledge, respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

Values: We commit ourselves to demonstrate in all that we undertake, the vision and values that inspired our Founders, the Sisters of St. Joseph. These are: **Dignity, Respect, Service, Justice, Responsibility and Enquiry.**

JBG Values

Responsibility – stewardship



Definition

Being a supportive and positive example for other team members. Being committed to meeting a high work standard. Continual learning and responsible use of time, human, financial and other resources directed to the common good.

Behaviours

- Is a leader
- Demonstrate resource consciousness
- Demonstrates a commitment to continual learning
- Fosters teamwork by supporting team decisions and building trust

St. Joseph's Hamilton Joint Boards of Governors – Open Agenda
Thursday, April 27, 2017
3:30 – 6:00 p.m.

Dofasco Boardroom – 2nd Floor – Juravinski Innovation Tower – T2215

- Elected Members** Mr. Peter Tice (Chair), Mr. Carl Santoni, Mr. Sonny Monzavi, Dr. Mary Guise, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin, Mr. Adriaan Korstanje, Ms. Lynn McNeil, Mr. Rod Dobson, Mrs. B. Beaudoin, Mrs. C. Olsiak, Dr. C. Byrne.
- Ex-Officio Members** Dr. Anil Kapoor, Ms. Winnie Doyle, Dr. Tom Stewart, Dr. David Higgins, Dr. P. O'Byrne, Dr. Kevin Smith.
- Senior Management Team** Mr. Derrick Bernardo, Dr. Carolyn Gosse, Dr. Jack Gaudie.
- Resource** Mrs. Jessica Fry, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guests:** Dr. Rory McDonagh, Ms. Susan Zidaric-Seymour
- VALUES:** D = dignity, R1 = respect, S = service, J = justice, R2 = responsibility, E = enquiry

Time	Item	Topic	Motion	Values	Lead	Page
3:35pm	1.0	Call to Order				
	1.1	<i>Opening Prayer and Reflection on RESPONSIBILITY</i>		R2	C. Santoni All	
	1.2	<i>Introduction of Guests</i>				
	1.3	<i>Declaration of Conflict of Interest</i>				
	1.4	<i>Approval of Agenda</i>	<u>All JBG Voting Members:</u> THAT THE OPEN AGENDA OF THE APRIL 27, 2017 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE MEETING BE APPROVED	R2	P. Tice	
3:55pm	2.0	Consent Agenda				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	<u>All JBG Voting Members:</u> THAT THE OPEN MINUTES OF THE MARCH 30, 2017 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS MEETING BE APPROVED	R2	P. Tice	

Time	Item	Topic	Motion	Values	Lead	Page
	2.2	<i>Governance Mission and Values Committee Minutes and Motions</i>	All JBG Voting Members THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF APRIL 4, 2017 BE ACCEPTED FOR INFORMATION	R2	S. Monzavi	
	2.3	<i>Resource and Audit Committee Minutes and Motions</i>	All JBG Voting Members THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE MEETING OF APRIL 26, 2017 BE ACCEPTED FOR INFORMATION <i>(please note that the minutes will be on the blotter, background documentation is enclosed)</i>			
4:00pm	3.0	Quality & Patient Safety				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	All JBG Voting Members THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF APRIL 11, 2017 BE ACCEPTED FOR INFORMATION	S	R. Rocci	
4:05pm	4.0	Medical Advisory Committee Presentation				
		Dr. Rory McDonagh, Chief, Department of Obstetrics and Gynecology				
4:20pm	4.1	Volunteer Presentation				
		Ms. Susan Zidaric Seymour, Director, Volunteers				
4:40pm	5.0	Reports				
	5.1	<i>Report of Chair</i>		R2	P. Tice	
	5.2	<i>Report of the Dean, Faculty of Health Sciences</i>		R2	P. O'Byrne	
	5.3	<i>Report of the President and CEO, St. Joseph's Health System</i>		R2	K. Smith	
	5.4	<i>Report of Presidents</i>		R2/S	D. Higgins D. Bernardo C. Gosse	

Time	Item	Topic	Motion	Values	Lead	Page
	5.5	<i>Report of the Chief Nursing Executive</i>		R2/S	W. Doyle	
	5.6	<i>Report of the Chief of Staff</i>		R2	T. Stewart	
	5.7	<i>Report of President, Medical Staff Association</i>		R2	A.Kapoor	
	5.8	<i>Report of the President SJVD Foundation SJHH Foundation</i>		R2	M. Ellis S. Filice-Armenio	
4:50pm	6.0	Information / Education Items				
	6.1 6.2 6.3	JBG Closed Summary Walkabout Schedule and Council Meeting Schedule Hamilton Centre for Civic Inclusion – DiverseCity onBoard		R2 / E	P. Tice	
4:50pm	6.0	Adjournment				
	6.1	<i>Motion to adjourn</i>	<u>All JBG Voting Members:</u> THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS MEETING BE ADJOURNED		P. Tice	
4:50pm	7.0	Break followed by Closed Session				

Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION Date: March 30, 2017
Called to order at: 1530 hours Adjourned: 1720 hours

St. Joseph's Healthcare Hamilton Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Ms. L. McNeil, Mr. C. Santoni, Mrs. C. Olsiak, Dr. C. Byrne.

St. Joseph's Villa Dundas Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. R. Rocci, Mrs. M. Taylor, Mr. T. Thoma, Mr. R. Dobson.

St. Joseph's Homecare Hamilton Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Dr. M. Guise, Mrs. M. Taylor, Mr. D. Tonin, Mrs. B. Beaudoin.

Location: Dofasco Boardroom – Juravinski Innovation Tower
Present: Mr. P. Tice, Chair, Dr. M. Guise, Mr. A. Korstanje, Mr. R. Dobson, Ms. L. McNeil, Mr. D. Tonin, Mr. T. Thoma, Mrs. M. Taylor, Mrs. C. Olsiak, Dr. C. Byrne, Dr. T. Stewart, Dr. A. Kapoor, Ms. W. Doyle, Dr. P. O'Byrne, Mr. S. Monzavi, Mr. R. Rocci, Dr. K. Smith.
Regrets: Mr. C. Santoni, Mrs. B. Beaudoin.
Resource Staff: Dr. D. Higgins, Mrs. F. Voogd, Mr. D. Bernardo, Dr. C. Gosse, Mrs. S. Filice-Armenio.
Guests: Mr. L. Boggio, Mr. J. Bragagnolo, Dr. F. Kapczinski.
NEXT MEETING April 27, 2017

Subject	Discussion
PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by P. Tice.
1.1 OPENING PRAYER	R. Rocci opened the meeting with a prayer. There was reflection with respect to the value of SERVICE.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced.
1.3 DECLARATION OF CONFLICT OF INTEREST	There was no conflict of interest declared.
1.4 APPROVAL OF AGENDA	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</p> <p>THAT THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED</p>
2. CONSENT AGENDA	
2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</p> <p>THAT THE MINUTES OF THE OPEN SESSION OF THE FEBRUARY 23, 2017 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE BE APPROVED</p>

Subject	Discussion
<p>2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> • There was no further discussion. <p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE OF MARCH 7, 2017 BE ACCEPTED FOR INFORMATION</p>
<p>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</p>	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF MARCH 22, 2017 BE ACCEPTED FOR INFORMATION</p>
<p>3. QUALITY AND PATIENT SAFETY</p> <p>3.1 QUALITY COMMITTEE MINUTES, MOTIONS AND REPORT</p>	<p style="text-align: center;"><u>SJVD Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2016 FOR ST. JOSEPH'S VILLA AND ST. JOSEPH'S ESTATES BE APPROVED AND THAT THE NOTICE TO READER FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2016 FOR ST. JOSEPH'S SENIOR'S CENTRE BE APPROVED</p> <p style="text-align: center;"><u>SJHH Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE INVESTMENT POLICY STATEMENT ADDENDUM FOR ST. JOSEPH'S HEALTHCARE HAMILTON DATED DECEMBER 2016 BE APPROVED</p>
	<ul style="list-style-type: none"> • The patient story was relayed. It was with respect to a patient who was brought in by paramedics to the Emergency Department (ED). The story illustrated the importance of proper communication and establishing partnerships amongst all staff to provide a meaningful patient experience. • Webex presentations were provided which included Review of ED Return Visits, Patient Safety Priority: Improving Access, and Compliment and Complaints for Q2-Q3 2016-17. • The Quality Improvement Plans for 2017/18 for all three organizations were overviewed. • The monthly critical incident report was overviewed.

4. MEDICAL ADVISORY COMMITTEE PRESENTATION

All JBG Voting Members

ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:

THAT THE MINUTES OF THE QUALITY COMMITTEE OF MARCH 14, 2017 BE ACCEPTED FOR INFORMATION

SJHH Voting Members

ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:

THAT THE 2017-18 QUALITY IMPROVEMENT PLAN FOR SJHH BE APPROVED

SJVD Voting Members

ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:

THAT THE 2017-18 QUALITY IMPROVEMENT PLAN FOR SJVD BE APPROVED

SJHC Voting Members

ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:

THAT THE 2017-18 QUALITY IMPROVEMENT PLAN FOR SJHC BE APPROVED

- Dr. Flavio Kapczinski was thanked for his informative presentation on Mind, Brain and Big Data.
- The presentation illustrated how it may be possible to change the trajectory in mental illness based on state of the art imaging and evidence from accumulating data. Examples of the alteration in brain structure associated with different stages and chronicity of mental illness and a potential mechanism that may lead to this associated with psychosocial deprivation. The recent "Code Red" articles illustrated the potential relevance of this data to the citizens of our city. The importance of analysis of large linked data sets which in turn may enable individual patients to have interventions tailored to their disease stage was reviewed. It was noted that unique opportunities exist in Hamilton, St Joseph's Healthcare and McMaster to create a clinical, research and educational environment to take advantage of the advances illustrated in the presented material. The Board noted the enhanced opportunities that will present when our Dovetale project enables research to use a rigorous and well managed data warehouse.
- Extensive discussion ensued with respect to this evolving and emerging area of research, noting that it involves a very collaborative group including representation from both the university and hospital. Discussion ensued on how organizations in the city from all sectors can link geography and big data and it was noted that there is a HAIL (Hamilton Anchor Institute Leadership) Group which meets to discuss these issues.
- It was noted that the revolution of intelligence based medicine is a probability in the health care delivery of the future. It was reported that there is a new Biomedical Engineering Program at McMaster which is beginning in the Fall of 2017, and that students enrolled in this program will have opportunities to do theses on this very important subject.

Subject	Discussion
<p>5.6 REPORT OF THE CHIEF OF STAFF</p>	<ul style="list-style-type: none"> • Updates were provided on physician recruitment and physician engagement. • An update was provided on the opioid strategy. As leaders in mental health and addictions, SJHH will play a pivotal role in developing and implementing this strategy. • The report of the External Review on Suicides is expected to be submitted at the beginning of April. • The Canadian Psychiatric Association has approved an academic section of Emergency Psychiatry. SJHH is a leader in this area and is committed to excellence in Psychiatric Emergency Services. • The Search Committee for a Chief of Psychiatry is currently underway. • Results of the physician engagement survey are currently being rolled out. • T. Stewart will send a link to the publication "Chest Magazine" which this month is highlighting the achievements of Dr. P. O'Byrne.
<p>5.7 REPORT OF THE PRESIDENT PROFESSIONAL STAFF ASSOCIATION</p>	<ul style="list-style-type: none"> • It was noted that the March 28th Quarterly Medical Staff Meeting was extremely well attended. Dr. C. Hayes, Chief Medical Information Officers, gave a presentation on the Dovetale Project.
<p>5.8 REPORT OF PRESIDENT</p>	
<p>SJVD FOUNDATION</p>	<ul style="list-style-type: none"> • There was no report.
<p>SJHH FOUNDATION</p>	<ul style="list-style-type: none"> • The Around the Bay Road Race was held on the weekend and was a great success. Over 10,000 runners participated, with 1,100 fundraisers and 60 plus fundraising teams. The SJHF is well on its way of achieving it's joint \$575,000 goal for both the Around the Bay Road Race and Paris2Ancaster Race. • The Paris2Ancaster Race – A Ride for Research will be held on April 30th. Valery Homes has come on board as a sponsor for the race. • A major gift was celebrated this week from a donor who has also left a bequest in her will for respiratory research at SJHH.
<p>5. INFORMATION EDUCATION ITEMS</p>	<ul style="list-style-type: none"> • JBG Closed Summary • Patient/Family Council Walkabout Schedules • Information/Education Item – SJHH and Drug Strategy • Violence in the Workplace Booklet (on blotter) • Reflections on St. Joseph Bookmark (on blotter)
<p>6. OTHER BUSINESS</p>	<ul style="list-style-type: none"> • J. Bragagnolo, Vice Chair, Niagara Health System Board of Directors gave an update on the activities of the NHS, and noted that the NHS is looking forward to working further with SJHS organizations in realizing areas for future collaboration and opportunities which will benefit both health systems.
<p>7. ADJOURNMENT</p>	<p>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</p>

Subject

Discussion

Peter Tice, Chair

A handwritten signature in black ink, appearing to read "David Higgins", with a checkmark to its right.

David Higgins, Secretary

A handwritten signature in blue ink, appearing to read "Fadia Voogd".

Fadia Voogd, Recorder

St. Joseph's Hamilton Joint Boards of Governors (JBG)

Summary of March 30th, 2017 Closed Meeting Session

Motions Summary

Recommending Committee	Motion
Resource & Audit Committee	<p>It was voted that the:</p> <p>SJHH Voting Members</p> <ul style="list-style-type: none"> ▪ Transfer of \$7.1M from the short term ministry funds investment portfolio to the future funds portfolio be approved. <p>SJHH Voting Members</p> <ul style="list-style-type: none"> ▪ Withdrawal of \$20M from the short term ministry funds investment portfolio for the purposes of funding the Dovetale project be approved. ▪
The Medical Advisory Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> ▪ Minutes and Recommendations of the February 2nd, 2017 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendation(s) on Credentials of the March 2nd, 2017 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendations of the Research Committee of the March 2nd, 2017 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).

Presentations and Reports to the JBG – Summary

- A report on the past, present and future of the SJHS Integrated Comprehensive Care Project was provided by Drs. Kevin Smith and Carolyn Gosse.

OPEN REPORT TO THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS
APRIL 2017

1. Environmental Scan

SJVD: CCAC and HNHB LHIN Update

Dr. Eric Hoskins, Minister of Health and Long-Term Care has made a transfer order under subsection 34.2(1) of the Local Health System Integration Act, 2006 (LHSIA) that would transfer all assets, liabilities, rights, obligations and employees of the HNHB CCAC to the HNHB LHIN. *See enclosed*

SJHH: Can exposure to antibiotics in the womb cause long term behavioural issues? Can probiotics diminish these effects?

In a landmark study led by Dr. John Bienenstock published in Nature Communications, researchers at St. Joseph's Healthcare Hamilton and McMaster University have discovered that in laboratory mice, exposure to antibiotics in the womb may cause long term behavioural issues, which can be diminished through probiotics.

This is only the beginning when it comes to understanding how these findings impact humans, but it brings up many questions about antibiotic use in pregnant mothers and infants. It also places the spotlight again on the benefits of eating probiotics and the infinite connections between our gut and our brain.

The study publication can be found at the following link: <https://www.nature.com/articles/ncomms15062>

2. Mission, Vision & Values Update

SJHH/SJHC: HNHB LHIN Donna Cripps Blog

D. Cripps, CEO of HNHB LHIN featured a story in their March newsletter about the Transitional Bed Program and shared a success story about one of our clients at First Place. The blog post is attached, or can be found here: <http://www.hnhblhin.on.ca/en/newsandevents/donnasblog/march2017.aspx>

SJHC: Community Connector Role

L. Lawson (Director, Community Support Services) received a lovely compliment from a client regarding the work that M. Amodeo is doing in her Community Connector role. This client is palliative and M. Amodeo has been escorting her to appointments at the Cancer Clinic. M. Amodeo was described as "wonderful", "terrific" and should get the "Employee of the Month" award.

Since May 2016, St. Joseph's Home Care has been a contributing member of The Hamilton Seniors Isolation Impact Plan (HSIIP), a collaborative initiative to reduce isolation among seniors in Greater Hamilton. The expectation is that seniors who are less isolated will experience fewer hospital re-admissions and emergency room visits. M. Amodeo is St. Joseph Home Care's Hospital Care Connector with the HSIIP.

3. Planning & Development

SJVD: Hospice Update

Villa Hospice Project

Stakeholder engagement continues and partnerships explored with CCAC, LHIN, Catholic Council, Hospice Palliative Care of Ontario, Stedman Hospice, Juravinski Cancer Clinic, SJHH, McMaster University, Good Shepherd.

As per the previous meeting, pediatric population group continues to be explored and reviewed with the Villa Team, Regional Hospice Palliative Care Council and McMaster. There has been a noted gap in service for the pediatric palliative sector and there has been discussion regarding capacity planning in areas of Hamilton West to Niagara area. *See enclosed*

SJVD: Hospice Palliative Care of Ontario (HPCO) Convention- Accessing Compassionate Hospice Palliative Care Across the Continuum

Leads from the Villa Team will be attending this year's HPCO convention (April 23-25, 2017). This opportunity will allow the Villa Team to network with industry leaders and gain more insight with re: Hospice Palliative care and issues impacting this sector. During this convention distinguished industry experts and trailblazers will share innovative, forward-looking, evidence-based research and hospice palliative care advances.

Conference Program will include: detailed descriptions for over 50 concurrent workshops, oral paper and poster presentations

JBG: Nominating Committee Update

The Board nominating process for 2017-18 is underway. Interviews for candidates that meet the skills required by the JBG in the future will take place at the end of April and early May. A formal Nominating report will come to the May JBG meeting for review and approval and then will be sent to the SJHS Board for review and approval.

4. Operational Information

SJHC: Quality Update

- 2017/18 QIP
 - G. Jassy (Quality Manager) met with CSS team to finalize process for client satisfaction surveys for PSWs
- Quality Client Safety Committee on April 12, 2017; celebrating long-time client member Valerie
- Accreditation
 - Implementation underway for Work-Life Pulse/Engagement survey
 - Yet to finalize work plan for Patient Safety Culture Survey results
 - Meeting with Hospital and Villa colleagues to put together presentation for next JBG Quality committee for an Accreditation update

SJHC: Gentle Persuasive Approach

In order to build capacity, A. Simpson and M. Wood will be taking the GPA Coaches Training in May 2017. This will bring the number of coaches to three in our agency.

SJVD: Long-Term Care Home Provincial and LHIN Dashboards

In the past five years, the long-term care sector has undergone profound change. Before then, long-term care homes accommodated a mix of residents with low to very high care needs. Since 2010 however, only people with high or very high care needs are eligible for long-term care in Ontario. These changes are largely due to the province's aging-in-place strategy, which has made more funding available for care at home while implementing new, stricter admission criteria for those entering long-term care. The result: Ontario seniors are entering long-term care homes when they are older, frailer, and in need of more medical and personal care than ever before.

Ontario's long-term care homes (December 2015)

- 627 homes are homes licensed and approved to operate in Ontario
- 57% of homes are privately owned, 24% are non-profit/charitable, 17% are municipal
- More than 40% of long-term care homes are small, with 96 or fewer beds
- Approximately 300 of the province's long-term care homes are older and need to be redeveloped (more than 30,000 beds)
- The average time to placement in long-term care, as of December 2015, is 103 days
- The wait list for long-stay beds, as of December 2015, is 26,495

The Ontario Long Term Care Association has developed a series of dashboards with data related to resident demographics, quality indicators, waitlist, wait times and more, within each Local Health Integration Network (LHIN). An overall dashboard for all of Ontario, using province-wide data has been developed. *See enclosed*

SJVD: Eldercare Update

SJVD/SJHH: Senior Friendly Hospital Emergency Room Departments Initiative Update

The Eldercare Task Group re: The Senior Friendly Hospital Emergency Rooms Initiative conducted its first review on March 24, 2017. Various aspects of the ER department were audited including: Process of Care, Environment, Leadership support, Quality Data, Psychosocial support. Information and Data have been collected and summarized and will be presented to the task group for review. ER departments in Welland Hospital and St. Mary's Hospital will be reviewed in the very near future. Special thanks to the SJHH ER Team & administration for their hospitality and assistance over the course of the review. Highlights and recommendation will be forthcoming at a later date.

SJVD: Senior Housing Initiative- RFI

In collaboration with Eldercare Finance lead, SJV will be issuing a RFEI re: the construction of a Senior housing complex that will be situated on the remaining 1 acre of land on the Villa campus. This draft RFEI will be presented to the Resource committee for review and approval. Please note: A literature review was completed and various models of care have been explored by the Eldercare Team including: dementia village, independent living, assisted-living, memory care models. Please note each Eldercare site will be issuing separate RFI's in order to expedite the process.

SJVD: Registered Nurse Association of Ontario- Best Practice Spotlight Organization Update (BPSO)

In light of the number of organizational changes and leaves within each respective Eldercare site, the BPSO initiative has been put on hold. After some discussion among the Eldercare Team, plans will be made to re-apply in 2019. In the interim the Eldercare sites are currently working collaboratively on a number of best practice processes to address: 1) continence, 2) infection control 3) Pain 4) Palliative care 5) Skin and Wound