



## Kevin's Column

Many of you may have read recent media reports about the challenges faced by healthcare organizations across this province to achieve balanced budgets as part of the completion of their Hospital Annual Planning Submissions [HAPS] and Hospital Service Accountability Agreements [HSAA]. The HAPS/HSAA process is designed to ensure hospitals identify efficiencies to strengthen their operations and achieve a balanced operating position. All hospitals must submit a balanced budgetary HAPS submission.

Like our peer hospitals in the province, SJHH has been engaged in this process. The senior executive team recognizes that this is a process that requires the insight and support of all staff.

I would like to request your input and ideas as we look for new strategies to find

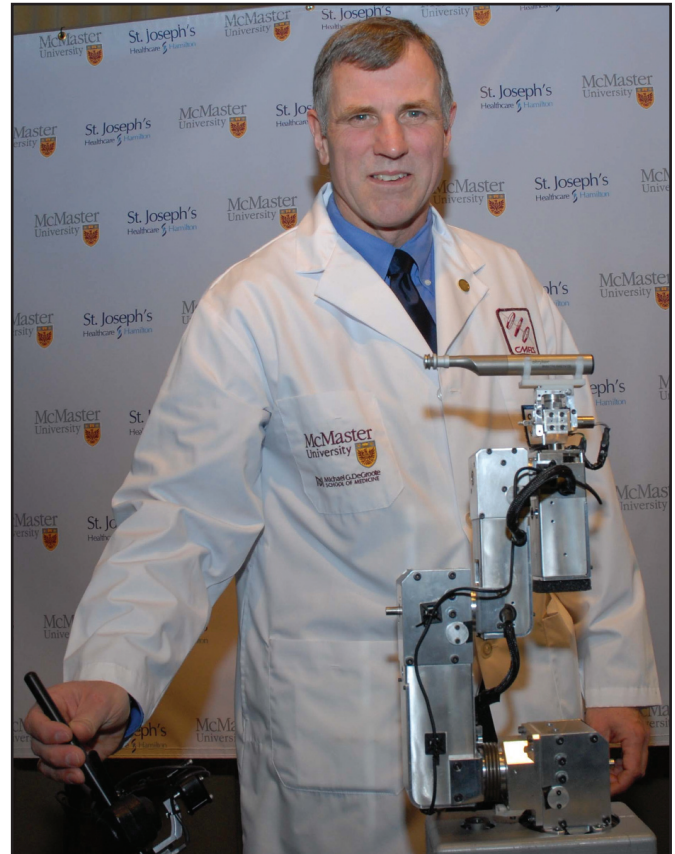
*Cont'd on Page 3*

## Touching Down at St. Joe's

St. Joseph's Healthcare Hamilton and McMaster University proudly welcomed Canadian astronaut Dr. Dave Williams in mid-April. Dr. Williams will serve as Director for the new McMaster Centre for Medical Robotics at SJHH, and Professor in the Department of Surgery of the Michael G. DeGroot School of Medicine. In addition, Dr. Williams has taken on a Physician Executive position at SJHH.

Dr. Williams will lead a team dedicated to developing innovative technologies in research that will change the future of surgery in local and remote patient care.

"I measure what I do in my career based on my ability to effect positive change," says Dr. Williams. "I look forward to working with some of the leading scientists, physicians and engineers and contributing to the next generation of surgical robotics. I am



*Dr. Dave Williams with Image Guided Automated Robot (IGAR)*

confident that through our research, we will improve the delivery of healthcare around the globe."

"Dr. Williams has had an extraordinary career, and he has been a great ambassador for Canada and for medical science - both on and off the planet," says Peter George, president and vice-chancellor at McMaster University. "His fearless dedication to finding new ways of bringing medical

care to remote environments represents the most advanced edge of medicine under exploration today."

"SJHH has established a reputation as a leader in surgical innovation and medical research," says Kevin Smith, president and CEO of SJHH. "The recruitment of Dr. Williams, an internationally-recognized physician and scientist, illustrates the leadership role we

*Cont'd on Pg. 7*

## Mission on the Move

*A regular update on recent achievements and progress to date in our Corporate and Clinical Attention Areas*

Since our first installment of "Mission on the Move" last September, the Compass 2012 strategic plan attention areas have made tremendous strides in achieving their strategic objectives. Since the launch of the strategic plan last March, we have successfully achieved nearly half of our strategic goals and most of our remaining goals are in progress and on target. We look forward to sharing all future accomplishments with you as we continue on our strategic planning journey!



### QUALITY OF WORKLIFE

Recent accomplishments:

- QWL Project Consultant has been appointed to expand the initial span of control pilot study organization-wide and take a lead role with all QWL initiatives.
- Providing ongoing leadership and support to the MOHLTC's Nursing Graduate Guarantee for 2008.
- Human Resources and Academic Placement Coordinators implemented Learner/Preceptor Appreciation Days.
- Recruitment, in conjunction with Nursing, held a luncheon for McMaster University Level 4 Nursing students.

### RESEARCH

In our last update, we told you about important recruits to our Nephrology Research Team (Dr. Rick Austin) and the Firestone Institute for Respiratory Health Research Team (Dr. Mark Larche). Both hold Endowed Research Chairs at SJHH that were championed by the Foundation.

The third of our priority research areas is Mental Health, which includes the Brain-Body Institute. We are delighted to announce the recruitment of Dr. Petra Arck from Germany. Dr. Arck joins us as a Canada Research Chair in Neuroimmunology and expert in the neuroimmune aspects of reproduction as well as pre-, peri and postnatal stress.

### PERFORMANCE MEASUREMENT

Over the past few years, SJHH has reported lower patient acuity and resource intensity levels despite the fact that the hospital seems busier and staff report that our patients are presenting with much greater acuity than ever before.

After examining our data sets and employing the expertise of others across the province that have been in similar situations, the organization deemed improved clinical documentation a goal within the strategic plan. Proper documentation is a priority because not only does it lead to better data and decision making, the risk of under reporting our case complexity levels is that the hospital may miss increased funding opportunities.

To that end, the organization will pilot a series of clinical documentation projects within General Medicine, Nephrology and Thoracic Surgery by employing a co-morbidity check list that will remind clinicians about the patient conditions and procedures that are important to document for discharge planning and ministry reporting. The project is expected to begin in July. Results will be audited every six months and shared across the organization.

# St. Joseph's Healthcare Foundation receives \$1 million gift and launches new Baby Face Photo Wall

Ms. Teresa Cascioli has given back to the place where it all began for her. On April 16th, the "St. Joe's Baby Girl" announced a \$1 million gift to St. Joseph's Healthcare Foundation from the Teresa Cascioli Charitable Foundation.

She also launched the St. Joe's Baby Face Photo Wall, hoping to inspire another \$1 million in donations from other St. Joe's babies. All St. Joe's babies who make a gift to the Foundation can be recognized by having their photo, name and birth date placed on the wall.

"St. Joseph's Healthcare is where it all began for many of us. When I meet new people and we try to connect our history, it usually begins with St. Joe's. There are so many people that I love who have a connection with this Hospital. In both good times and not-so-good-times, SJHH has touched us all in some way. We must ensure that it flourishes with state-of-the-art technology and life-saving tools that will help

all who live in this community," says Ms. Cascioli.

Ms. Cascioli's donation will support the redevelopment of St. Joseph's Healthcare's Surgical Centre which includes 18 new operating rooms equipped with the latest in telerobotic and minimally invasive surgical technologies, a pre-operative assessment area, post-operative recovery bays and a day surgery centre. At strategic locations throughout the Surgical Centre, new nursing stations will be constructed.

The hospital named the *Teresa Cascioli Surgical Suite & Nursing Station* in honour of her generous gift.

SJHH President and CEO, Dr. Kevin Smith thanked Ms. Cascioli for her investment. "With this gift, Teresa is ensuring that the residents of Hamilton and beyond will continue to



Mr. Dean Mosca, Chair, St. Joseph's Healthcare Foundation congratulates Ms. Teresa Cascioli on her \$1 million gift to St. Joseph's Healthcare and presents her with a framed photo of herself as a child. This is the first photo that will appear on the "St. Joe's Baby Face Photo Wall" Ms. Cascioli developed and launched.

receive the very best in surgical care and innovation. She is also creating a network of St. Joe's babies, who together have the power to make a significant contribution to ensuring this Hospital continues caring for our community for another 118 years."

*Copies of the Baby Wall brochure can be found in waiting rooms throughout the Hospital and online at [www.stjoesfoundation.ca](http://www.stjoesfoundation.ca).*

*Cont'd from Pg. 1*

cost-savings efficiencies here at SJHH. I recognize that some of the best ideas will come from each of you who see opportunities for improving efficiencies each day. Many important ideas have already come forward such as reducing the volume of corporate supplies, moving from paper-based to an electronic paystub, and negotiating better purchasing rates with several of our pharmaceutical suppliers.

Finding cost-savings is not easy and will impact each of us. An increase and harmonization in parking rates across all sites beginning June 1st, 2008 is one measure we have taken to help us find significant cost-savings

and ensure much-needed repairs to our parking lots will be feasible in the future.

We will also be looking at broader corporate strategies to address some of our largest cost-related inefficiencies, including a corporate strategy to reduce absenteeism. This initiative will support our on-going efforts to enhance quality of work life for staff.

If you have an idea to improve efficiency and would like to submit it for review, I would kindly request that you email me at [president@stjoes.ca](mailto:president@stjoes.ca). Ideas will be reviewed by a committee chaired by Emma Pavlov, Vice President, Human Resources & Organizational Development and

Winnie Doyle, Vice President Clinical Services and Chief Nursing Executive. The committee will be comprised of front-line staff and managers. The committee's mandate will be to review ideas and make decisions regarding which are feasible for implementation.

As we complete this budgetary process, the leadership team will ensure all staff is kept updated and informed of any developments. On behalf of the senior executive team, I would like to thank the staff and physicians for your support. We look forward to your 'Bright Ideas'.

*Dr. Kevin Smith  
President & CEO*

# Q & A ...with SJHH's VP of Human Resources & Organizational Development

We sat down with SJHH's new VP of Human Resources and Organizational Development to discuss her HR goals for St. Joseph's Healthcare.

*Your role at SJHH as VP of HR and Organizational Development is a shared one with the University Health Network in Toronto - a first in healthcare. What does this mean for the two organizations and healthcare in both cities?*

It is a wonderful opportunity and a privilege for me to work with SJHH. I am passionate about assisting organizations to improve their capability to achieve their vision, and at the same time, enhance the workplace environment for staff at all levels of the organization. I believe this partnership will be beneficial to both organizations and hopefully act as a model for others. I look forward to sharing my experiences with SJHH and sharing best practices that are highly transferable. I'm sure that I will also learn many things at SJHH that will help the University Health Network as well. At the heart of it, our goals are the same -- to enhance employee engagement and satisfaction with their work and their organization so that we can improve the hospital's capability to provide excellence in patient care.

*What were your defining reasons in your decision to accept this position?*

I like innovation and I was intrigued by this innovative approach to leading Human Resources for two leading teaching hospitals who recognize how critical their people are to their organization's success. After meeting with SJHH's President & CEO, Kevin Smith, and his executive team it was difficult to not get excited about what possibilities lay here. Their enthusiasm and total commitment to this collaboration sold me.

*Is the city of Hamilton a much different city in culture and healthcare than in Toronto?*

You know, I am not sure yet - it is still too early for me to tell. I can tell you, though, that I have a soft spot for Hamilton because when my husband immigrated to Canada in the 1960's, he and his family made Hamilton their home. I assume that I will find the cultures somewhat different, but people are people, wherever they live, and their needs and aspirations are fundamentally similar.

*What are your goals for SJHH?*

I wish to contribute to St. Joseph's capability to attract and keep the best people, to align all our individuals' strategies and practices to enable



Ms. Emma Pavlov

SJHH to excel, to develop the kind of workplace environment that is supportive of our people -our employees, physicians, volunteers, and students.

*How important of a part do employees play in healthcare today, and in an organization such as SJHH?*

Simply put, they are the most critical resource that any healthcare organization has to deliver on its mission and goals. In today's environment of skill shortages, all healthcare organizations are realizing the importance of attracting, developing, engaging, valuing, and recognizing their people. It is a key element of every organizations' strategy, and it will be mine.



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## Leading the way in Urologic care

Over the past few years, one of the many indicators by which the hospital and our programs are measured is patient's Average Length of Stay (ALOS). With hospital funding tight and our population growing older, it is important we manage our beds efficiently so we can serve as many patients as possible.

In 2005, SJHH reaffirmed its role as a regional leader in Urology through its designation as an attention area in our strategic plan process and with the opening of the McMaster Institute of Urology in 2006.

However in 2005, clinical data indicated that the ALOS of Urologic patients was above our peer average, according to the Hay Benchmarking Initiative and the Canadian Institute of Health Information's (CIHI) Estimated Length of Stay (ELOS) benchmark. In order to accommodate increasing wait time volumes and to ultimately realize its goal to become a national leader in Urologic care, the hospital needed to implement a solution that would allow us to become benchmark leaders in acute ALOS for urologic patients within 18-24 months.

Lead by Dr. Kevin Piercey (Head of Service), Karen Prine (Clinical Director), Martin Ruaux (Nurse Manager) and Mike Heenan (Quality Director), the Urology ALOS Project adopted the Institute for Healthcare Improvement's Cycle for Rapid Improvement. Using the Plan-Do-Study-Act (PDSA) model, the team assessed its current state by analyzing data, identifying peers that it could learn from, discussing discharge planning processes with the surgeons, nursing staff, allied health and residents, and designing key care path protocols for its top two case mix groups.

After 18 months, SJHH's Urology Service had met its goal reducing its ALOS by 10%.

In measuring ALOS, the project team was also cautious that they did not

want to prematurely discharge a patient just to have the patient be readmitted to hospital via the Emergency Department.

"The greatest result of the project was not the fact that the team met its goal of becoming a leader in length of stay, but that it achieved it while reducing readmission rates by close to 20% after year one", said Dr. Kevin Piercey, Urology Head of Service. "Patients are now going home faster and better".

"The key to any quality initiative is its ability to keep momentum and not let the project's objectives end when the project timeline has concluded", said Mike Heenan, Director of Quality Planning and Performance Improvement and the project's data lead. As a result, a Balance Scorecard has been rolled out in the Urology Service and is published quarterly using a variety of indicators including length of stay, readmission rates, wait times, and mortality ratios. The program's Quality Council has now assumed responsibility for the project and all quality indicators to ensure that we respond to the Urologic healthcare needs of our community and to the challenges that we face as a leading academic healthcare organization.

"Perhaps one of the more intangible results from the project was how it reinforced the great team we have in Urology", said Martin Ruaux, Nurse Manager. "The open communication and respect surgeons, nurses and allied health professionals have for each other here was key to us understanding how we could improve not only the speed in which we provided care but the quality of the care. We are a stronger team as a result."

The Urology ALOS project was recently identified by the Ministry of Health as a best practice and is posted on the Ministry's Health Care Practices Improvement registry at: [www.improvementpractices.com](http://www.improvementpractices.com).

## Body Watch

### Snacks: How do they fit into a healthy diet?

Your stomach is growling, but lunch is hours away. You're eyeing the cookies on the counter, but know that you'll feel guilty if you indulge. If you think your best option is to avoid a snack altogether and wait for lunch, think again. A wide variety of snacks can fit into a healthy diet, so you don't need to avoid snacks. Rather, plan them with variety, moderation and balance in mind. In fact, mini meals several times a day can be beneficial. Here's how:

- **Binge control.** If eating several low-fat whole-grain crackers, a few pretzels, a piece of fruit or some raw vegetables keeps you from taking second or third helpings at your next meal, you may actually consume fewer total calories for the day.
- **Extra energy and nutrients.** Traditional, homemade meals often lose out to busy schedules. A grab-and-go snack can be the difference between some nourishment and none at all.
- **Satisfaction for small appetites.** Young children's tiny stomachs can hold only small portions of food at one time. Older adults who are less active and who burn fewer calories also may feel more comfortable eating smaller meals more frequently.

*Body Watch is a monthly column on health and nutrition written by the Dietitians of SJHH and Dietitians of Canada.*

## Celebrating Speech & Hearing Awareness Month at SJHH

By Becky Hedges, Speech-Language Pathologist, SJHH

May is Speech and Hearing Awareness Month, the perfect time to communicate some important information about hearing and speech. One in ten Canadians has a hearing, speech, or language problem - a condition that makes it difficult to communicate with others. Untreated, these problems can limit you at home, work, or school. Anyone, of any age, can have or develop an impairment of the ability to hear, speak, or understand effectively.

At St. Joseph's Healthcare, our team of Audiologists, Speech-Language Pathologists, and Supportive Personnel provide services to children and adults with hearing, communication and/or swallowing difficulties on an inpatient and outpatient basis. Over the past year, the Department of Audiology has acquired some new, and technologically advanced equipment which has enhanced assessment and intervention services. Electronystagmography (ENG/VNG) and rotary chair testing are methods used to assess the vestibular system for people who suffer from dizziness and imbalance. The procedure is non-invasive and can provide objective audiological information.

In Speech-Language Pathology, an area of clinical focus for the upcoming year is Early Language and Literacy Development. Reading is a language-based skill, and it is estimated that over 80% of children with speech and language delays are at risk of having reading difficulties. Speech-Language Pathologists play a key role in the prevention, identification, assessment, and intervention of reading and writing problems. The early identification of children who may be at risk for reading difficulties is important so that intervention can be provided early and reading problems can be avoided.

### Living the Mission

A spotlight on staff, physicians and volunteers who demonstrate the SJHH mission in action

*I would like to recognize one of the nurses on the head and neck unit. Her name is Theresa. I do not know her last name but she is usually on the night shift and she comes from Caledonia. I was recently on the ward after getting a montgomery t-tube placed in my neck. Needless to say, I was very nervous and very apprehensive about going home and caring for this new tube. Theresa was working the day shift that day and was so very helpful and understanding and was very patient with me, going over the care and procedures that I needed to know. I want to thank her personally for being such a reassuring and caring support.*

*Sincerely*

*Jill McDonald*

## Dr. Rémi Quirion receives 2008 Anne & Neil McArthur Award

SJHH and its Foundation are pleased to announce that Dr. Rémi Quirion has been named the recipient of the 2008 Anne & Neil McArthur Award. Each year, this award (established in 2000 through a generous gift from Anne & Neil McArthur) honours an internationally renowned researcher whose area of study is also a focus of research at SJHH.

Dr. Quirion was honoured on April 17th for his investigative work in neuroscience research at McGill University where he is a Professor of Psychiatry and Scientific Director for the Douglas Mental Health University Institute. He also serves as the Scientific Director of the Institute of Neurosciences, Mental Health and Addiction, one of 13 virtual institutes of the Canadian Institutes of Health Research.

"I am most honoured to be this year's recipient of the prestigious Anne & Neil McArthur Research Award. I accept this award on behalf of my team. Research is a team effort and awards are not our daily motivation. However, to be recognized for our efforts is always most stimulating, especially when thinking about Canadians whom we are trying to help with our research, namely fellow citizens suffering from mental illness."



Dr. Ian Rodger, Vice President, Research and Academic, SJHH with Dr. Rémi Quirion

have cultivated in the development of state-of-the art medical robotics research and technologies. We are immensely proud to welcome Dr. Williams to St. Joseph's Healthcare and we look forward to the opportunities that lay ahead."

Dr. Williams trained and worked as an emergency physician in Toronto and Kitchener before joining the Canadian Space Agency in 1992 to become an astronaut. He has taken part in two NASA shuttle flights, in 1998 and 2007, as a mission specialist. Most recently, he took part in three space walks working on construction of the International Space Station. He has logged a Canadian record of almost 18 hours performing space walks.

Dr. Williams has held executive positions at NASA as Director of the Space and Life Sciences Directorate at Johnson Space Centre and Deputy Associate Administrator of the Office of Space Flight at the NASA Headquarters. He also trained as an aquanaut, participating in two NASA missions to the world's only underwater research laboratory, *Aquarius* in the Florida Keys. He was the crew commander of a 2006 underwater mission dedicated to assessing new ways to deliver medical care to a remote location, and worked with Dr. Mehran Anvari, Director of the McMaster Institute for Surgical Invention, Innovation and Education at SJHH, who directed some of the research from Hamilton.

## Changes to SJHH parking rates to begin on June 1st

St. Joseph's Healthcare Hamilton will be implementing a number of initiatives to meet our commitment to balancing our 2008/2009 budget. As part of this process, a staff parking rate increase at all St. Joseph's Healthcare Hamilton sites will take place effective June 1, 2008. These are the first parking rate increases since 2005.

To ensure an equitable staff parking rate system, all staff parking rates will be harmonized to the same monthly rate of \$60.00 per month on June 1st, 2008. Our parking rate will remain the lowest among our peer hospitals, McMaster University and Mohawk College. The following chart provides a comparator of current parking rates across healthcare organizations and our partner academic institutions.

From a funding perspective, it is important for staff to know that the government has stipulated that the parking at all hospitals must be self-sustaining. This means St. Joseph's Healthcare cannot draw on patient care funds to support or subsidize parking. Parking structures are very expensive to build and maintain. The estimated cost of building a new parking lot is approximately \$30,000 per parking space. Structurally, the life span of a parking structure is 30 years. We must reinvest parking revenues so necessary maintenance can take place.

<b>Comparator Parking Rates:</b>	
McMaster-Underground	\$95.00
HHS Ramps	\$75.00
HHS Surface Lots	\$55.00
McMaster University	\$79.00
Mohawk College	\$63.00
St. Joseph's Healthcare	\$60.00

We also recognize that many staff at the Charlton Campus are currently on a wait list for parking. To accommodate the parking needs of our staff and reduce our current parking waiting list, we are currently reviewing the possibility of shuttling staff parkers from the Mountain Campus to the Charlton Campus.

As well, working in partnership with the St. Joseph's Healthcare Green Team, we are currently investigating support for alternative modes of transportation including the implementation of bike shelters, subsidized bus passes and carpooling. As part of our commitment to reducing our carbon footprint, we encourage staff to consider carpooling together. Single passenger vehicles contribute significantly to air pollution in our community and our region. By using alternate forms of transportation, we can help to reduce pollution levels, improve the health of our population, and make a difference in the future.

If you have any questions about this adjustment, please call the Parking Office at extension. 32750.

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tgardner@coasthamilton.ca  
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Invitations for both events have been  
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already, please RSVP at ext. 33317.



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Contact (905) 522-1155 ext. 35424  
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## The latest Payday Payouts winners are...

April 17th, 2008

Jodi Azzopardi from Intensive Care won  
\$4,512.00.

May 1st, 2008

Crystal Ripa from Hemodialysis won \$4,671.00.

May 15th, 2008

Joanna Rekas from the Critical Care Unit won \$4,726.50.



The Payday Payouts 50/50 Staff Lottery provides players with a chance to win over \$4,000 every payday. While half of the lottery proceeds make up the ever-growing prize amount, the other half supports patient care initiatives at St. Joseph's Healthcare Hamilton. So everybody wins.

Call the St. Joseph's Healthcare Foundation at (905) 521-6036 to find out how you can register for the Payday Payouts 50/50 Staff Lottery!

# Accreditation Thank You

In appreciation for the commitment and efforts of staff during the 2008 Accreditation process, all staff are invited to join us for coffee and cake as we celebrate our success!

The winners of the Home Depot Gift Card draw will also be announced at each campus during this time.

Charlton Campus

June 5th

2: 30 p.m.

Cafeteria

Mountain Campus

June 5th

3: 30 p.m.

Cafeteria

Stoney Creek Campus

June 6th

2: 30 p.m.

Cafeteria

# CONNECTIONS

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*We want to hear from you!*

Please send us your comments, suggestions, story ideas or submissions. The Public Affairs Department reserves the right to edit and print your submissions as space permits. Submissions are subject to approval.

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