



Catholic Health Care in Ontario

The Quarterly

We care for you ~ body, mind and spirit



A quarterly newsletter of the Catholic Health Association of Ontario

January 2010.

All the best in 2010

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Has it really been 10 years since Y2K? Thankfully, the frightening predictions of what might befall us at the turn of the millennium did not come to fruition. Was it our universal readiness, planning and coordination that prevented these awful things from taking place or did we all fall prey to group-think? Guess we will never know for sure but it is interesting to reflect upon the hype and concern that enveloped us all with the approach of Y2K and wonder whether this same group-think mentality is alive and well today. Is bigger really better? Does efficiency, by definition, mean a lack of choice? Must we all do things in a uniform and indistinguishable way?

The answer to all of these questions ,of course, is no. To inspire and encourage creativity and advance both the science and the art of health care, different perspectives and ways of doing things should be welcomed. Catholic health care providers have been “doing things differently” since intrepid religious women established hospitals in the New World, hundreds of years ago. Following in the footsteps of Jesus Christ, they carried on His health care ministry by caring for their charges, *body mind and spirit*. It's the same today, as the Sisters' lay collaborators add that special touch that continues to be universally recognized as *Catholic health care*. If this is what different looks like, long may it live!

Regards,



Dianne Moser
Chair



Ron Marr
President



Early bird registration deadline is February 15, 2010 for the Catholic Health Alliance of Canada Annual Conference, *Trends and Transformation: What Catholic health care organizations must do in an era of constant change*, April 30-May 2, 2010 in Toronto. Go to: www.chac.ca/conference/toronto 10

CHAO Board Travels North to Thunder Bay

The CHAO Board headed north in early November to visit the Board and staff of the St. Joseph's Care Group Thunder Bay. And what a great trip it was. Thunder Bay was the first community visited by the Health Services Restructuring Committee in the late nineties; with five hospitals in a community of 110,000 people the health care terrain seemed like a fertile place for consolidation and rationalization of programs and services. The HSRC decided that St. Joseph's Care Group should have the responsibility for providing non-acute care to the elderly, a role they have embraced and enhanced in an exemplary and energetic fashion. The CHAO visitors saw a full range on senior's services lovingly planned and compassionately delivered by St. Joseph's people. In addition, St. Joseph's Care Group also provides outreach and in-house addictions and mental health services for a Thunder Bay folks of all ages. Again, these programs are provided in a respectful way that meets client's needs and live up the dictum of caring for those most marginalized in our society. Many thanks to Myrna Letourneau, Tracy Buckler and her staff for a pleasant and educational visit.



From left: Lil Bergamo, Former Chair of St. Joseph's Care Group Board; Ron Marr, President of CHAO; Robert Chambers, Past Chair of St. Joseph's Care Group Board; Tracy Buckler, CEO of St. Joseph's Care Group; Myrna Letourneau, Chair of St. Joseph's Care Group Board; Diane Moser, Chair of CHAO.

Board Bio: Sr. Mary Anne McCarthy

Sr. May Anne McCarthy was born in Toronto and is a member of the Sisters of St. Joseph of Toronto. Sr. Mary Anne has earned her Bachelor of Arts and Education from University of Toronto and a Master of Divinity from University of St. Michael's College. Here ministry experience includes teaching at Paul Dwyer High School, Oshawa, Ontario and Michael Power-St. Joseph's High School, Toronto; Dean of Women: St. Joseph's College Residence, Toronto, and; General Councillor, Leadership Team, Sisters of St. Joseph. Since 2003, Sr. Mary Anne has been the Director of Mission and Values at Providence Healthcare in Toronto and has been a member of the CHAO Board of Directors since September 2008.



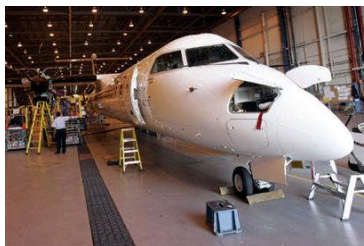
Around the Province

The Chatham-Kent Health Alliance that includes **St. Joseph's Health Services of Chatham**, has been named one of Canada's Top 100 Employers for the second year in a row! CKHA President and CEO, Ken Tremblay said, "Last year's achievement as a Canada's Top 100 Employer was an impressive achievement for any organization. To do it again, marks an organization which truly values its' employees and recognizes the knowledge and skills they bring to our organization and community. Being a top employer in Canada helps us to retain and attract great talent. And great talent means great care! When needed professionals can work anywhere in Canada, letting new graduates and the greater Canadian marketplace know that CKHA is a great place to work and grow is essential for the long term success of this organization and health care in Chatham-Kent."



Jets, Toyota and St. Joseph's Healthcare

Toyota Motor Corp., the Japanese automaker has long been considered the gold standard in lean manufacturing. But in recent years, other industries outside of the auto sector have also begun to adapt Toyota's methods to streamline and improve upon their own operations, including both Canadian airplane builder Bombardier and the ER at St. Joseph's Healthcare Hamilton. "It's a system based on eliminating all forms of waste. For example, waste of overproduction, waste of excess inventory, waste of extra motion, waste of waiting," said Greig Mordue, Toyota Motor Manufacturing Canada general manager, in an interview. "It's also based on a principle of continuous improvement, never standing still and never accepting the status quo as the final resting place."



This is how it works: Posted outside of each department in each facility is a newspaper-sized piece of paper showing the performance rank of each department on a daily basis using five key metrics: safety, cost, quality, productivity and employee relations. These pieces of paper serve at once as an incentive for improvement and an easy way to identify and address issues on a day-to-day basis. Integral to the process at St. Joe's is a central chart rack that provides a snapshot of what is going on at any given time in the ER. It tracks patients' movements, which doctors are with which patients, who is waiting for lab results, and a series of other metrics. It even has a piece of paper, as at Bombardier, which gauges the performance of the previous day's staff and is becoming a point of pride for the staff to continue with their improvements. It is also supporting important changes in the ER and improving how the staff deals with patients.

For instance, St. Joe's now puts doctors who take longer with patients on at slower times, while faster-paced doctors are put on at busier times. "Slow doesn't mean bad, it just means different," St. Joe's Chief Executive Officer Dr. Kevin Smith said. "In this model, one increasingly anticipates the systemic things that are going to happen that we need to manage. Posting real-time data makes a huge difference. Giving [the hospital's staff] information that is two or three months old has no basis in reality on their day-to-day existence." Since the new system was implemented, St. Joe's wait times have fallen on average by a couple of hours per

Around the Province (continued)

patient, Dr. Smith said. Roughly 90% of St. Joe's patients now have a wait time of less than four hours, as opposed only 50% before, he added. The goal is to eventually have all patients with minor injuries and illnesses treated and released within four hours of arrival, and all of the more severe cases treated or moved to another part of the hospital within eight hours. The closer the hospital gets to that goal, the more resources it will receive under the provincial program to reduce wait times, Dr. Smith said. "We've changed basically how we triage, how we batch patients, how we treat infection, and how we use technologies," he said.

As a result, St. Joe's is considering having some doctors on call who can offset the impact seriously ill patients have on the ER by coming in to deal with the other patients there.

(Excerpted from the National Post October 13, 2009)

Construction Begins on the Our Lady of Mercy Patient Care Wing at St Joseph's Health Centre, Toronto

St. Joseph's Health Centre celebrated the official start of construction on the new Our Lady of Mercy (OLM) Wing last fall. The new four-storey patient care wing is the final phase of St. Joseph's extensive redevelopment project. It will be



home to state-of-the-art facilities, including our Neonatal Intensive Care Unit, expanded Family Birthing Centre, inpatient Paediatrics Unit and our Child and Adolescent Mental Health Unit.

Construction of the new patient care wing is expected to be completed in 2012. When it opens it will provide the community we serve with:

- 20 bassinets (an increase from the current 12 bassinets) in the new NICU
- An expanded Family Birthing Centre to accommodate 4,000 births annually (an increase from the over 3,300 births we had here last year)
- A new Paediatrics Unit which will include 6 surgical day care beds, 6 medical day care beds, and 6 observation beds
- 92 inpatient beds
- Child and Adolescent Mental Health Services

The Health Centre celebrated this important milestone with our staff, physicians and volunteers by holding a shovel in the ground ceremony with the former Minister of Health, David Caplan.



Around the Province (continued)

Hôpital Mattawa Hospital and their architects Larocque Elder Architects Inc. & ANO Architects in Joint Venture Halsall Associates Ltd. have won the Ontario Wood Works Northern Ontario Excellence Award for the styling of their beautiful new building.



Stand Up for Mental Health at Pembroke Regional Hospital

Vancouver based consultant, counselor and author David Granirer has developed an innovative mental health recovery program called Stand Up For Mental Health. The Program takes the unique approach of using humour and comedy as a therapeutic tool to build personal confidence in men and women suffering from mental illness. It also helps to fight public stigma, prejudice, and discrimination against such individuals. The idea behind the Program is that laughing at one's own setbacks raises the person above them. It makes people change from despair to hope, which is crucial to anyone struggling with adversity; studies have proven that hopeful people are more resilient and also tend to live longer, healthier lives. Sponsored by **Pembroke Regional Hospital**, David performed recently in Pembroke at the Marguerite Centre

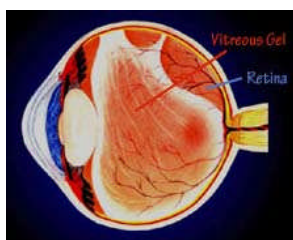


David Granirer



Retinal Tear Research at Hotel Dieu Hospital Kingston

Suddenly seeing floaters or flashes of light may indicate a serious eye problem that – if untreated – could lead to blindness, a new study published Nov. 24 in the *Journal of the American Medical Association* shows. Researchers from Hotel Dieu Hospital in Kingston, and Queen's University have discovered that one in seven patients with this symptom will have a retinal tear or detachment.



“While most cases of new onset floaters and light flashes represent a benign change in the eye's jelly, one in seven patients with this symptom will have a retinal tear or detachment,” says senior author of the study Dr. Sanjay Sharma, a retinal specialist and head of the Unit for Cost-Effective Ocular Health Policy at Hotel Dieu, and also a professor of Ophthalmology and Epidemiology at Queen's. “If we detect a tear and laser it, we can save people from potentially going blind,” says Dr. Sharma. “But if fluid gets in under the retina and causes it to detach, it may be too late. Because retinal tear can lead to detachment in up to 50 per cent of cases, new floaters and flashes is a medical condition that needs urgent assessment,” says Dr. Sharma. “If new floaters are associated with visual loss, a defect in the visual field, or the presence of blood or ‘tobacco dust’ in the eye jelly, the risk of retinal tear is significantly higher,” he adds.

Around the Province

On Friday, December 4, 2009, **St. Joseph's Care Group Thunder Bay** announced the official kick-off to the Centre of Excellence for Integrated Seniors' Services (CEISS) project. On Friday, December 11, 2009, the Federal and Provincial governments announced funding of \$6.6 million for 132 new affordable housing rental units for seniors living on low income as part of the CEISS project.



The Centre of Excellence for Integrated Seniors' Services will be a model for the rest of the province in the provision of integrated services for better seniors' health care. The CEISS vision was developed following a decision by the City of Thunder Bay to return municipally operated long-term care beds to the province. The project includes 336 long term care beds and 132 supportive housing units. CEISS will be built as part of St. Joseph's Care Group's Hogarth Riverview Manor site, and will be completed in 2012. For updated information on the CEISS project, visit the website www.ceisstbay.ca.

People in the News

Dr. Kevin Smith is a business card printers best friend. In the space of few months Kevin has been appointed **President and CEO of the St. Joseph's Health System (SJHS)** that includes St. Joseph's Healthcare Hamilton, St. Joseph's Villa, Dundas, St. Joseph's Home Care in Hamilton, St. Mary's General Hospital in Kitchener, St. Joseph's Hospital in Guelph and St. Joseph's Lifecare Centre in Brantford as well as **Chair of the Board of the Ontario Hospital Association**. Congratulations and well done, Kevin.



St. Joseph's Health System, in implementing its Corporate Renewal Process, that saw Dr. Kevin Smith appointed President and CEO, aimed at ensuring SJHS will provide high quality and well-coordinated care across the communities it serves and recognized the importance of local decision making and leadership. As a result, **St. Joseph's Healthcare Hamilton (SJHH)** has appointed **Dr. David Higgins** as their President, effective January 4th, 2010. Dr. Higgins has held multiple roles at St. Joseph's Healthcare. He currently serves as Chief of Staff and as Clinical Professor in the Department of Medicine in the DeGroot School of Medicine. David is an accomplished respirologist practicing in the Firestone Institute for Respiratory Health at SJHH. In all these roles Dr. Higgins has been distinguished for his collegial manner and for his clear commitment to his patients and the hospital's mission.



People in the News (Continued)

In August **Hotel Dieu Hospital Kingston** named **Dr. David Pichora** as their new President and CEO. Dr. Pichora had held the designation on an interim basis since November 2008 with the retirement of long time incumbent Hugh Graham.



Dr. Pichora completed his orthopedic surgery residency at Queen's University and fellowships in both Toronto and Birmingham. He has been on the medical staff at Hotel Dieu Hospital since 1986. He held the position of Chief of Staff at Hotel Dieu Hospital from July 2004 through early 2009, and also served from 1994 through 2008 as Professor of Surgery at Queen's University and Divisional Chair of Orthopedic Surgery at Queen's University, Hotel Dieu Hospital and Kingston General Hospital. He is a founding member, lead researcher and Board member for the Human Mobility Research Centre (HMRC) at Queen's University and KGH, and Past President of the International Society for the Study of Computer Assisted Surgery.

Dr. Dale Mercer has been named Chief of Staff of **Hotel Dieu Hospital Kingston**. Dr. Mercer graduated from medical school at Queen's University in 1978 and completed his general surgery residency here before heading to Seattle for a two-year fellowship in general and thoraco-esophageal surgery. He returned to Kingston in 1985 to take up successive roles as assistant, associate and full professor in the Division of General Surgery within the Department of Surgery. He has been a member of the medical staff at Hotel Dieu Hospital since the mid-1980s and is a former President of the HDH Medical Staff. He held the positions of Head of Surgery at Hotel Dieu and Kingston General Hospital and Head of the Department of Surgery at Queen's University between 2004 and 2009. He also serves as Professor in the Queen's Department of Surgery. Dr. Mercer had been acting Chief of Staff since February 2009.



Jeffrey C. Lozon, until recently President and CEO of St. Michael's Hospital and past Chair of the Catholic Health Association of Ontario, has been appointed to the Order of Canada "for his innovative and sustained leadership in health care management and for having advanced patient care, notably at St. Michael's Hospital, in Toronto." Jeff is the President and CEO Rivera.



CHAO congratulates Jeff on this well-deserved recognition to health care in Ontario and, more particularly, to Catholic health care.

Editor's note: thank you for reading the CHAO Quarterly Newsletter. If you have comments, suggestions, news items and/or items of interest to submit, please send them to me directly or through your communications coordinator.
Next edition, April 2010. Submission deadline, March 19, 2010.