



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 2012.

Carolyn Baker Steps down at St. Joseph's

We are all saddened to hear that Carolyn Baker will step down as President and CEO of St. Joseph's Health Centre, for health reasons, effective January 13, 2012.

Carolyn was first elected to the Board of Directors of the Catholic Health Association of Ontario in September 2006 and was in her second year as Chair of the CHAO Board.

A registered nurse who rose steadily in the ranks of hospital administration, Carolyn was named CEO of St. Joseph's in 2007. Her commitment to mission is well known and appreciated by her staff and others at St. Joe's and it shone through in her keynote address at the 2010 CHAO Convention entitled "*Linking the Pursuit of Quality Patient Care with Mission, Governance and Management of Catholic Health Providers*". Early in her term as Chair of CHAO, and reflecting her desire for CHAO to engage the membership in the work of the Association, Carolyn conducted a series of consultations with the CEO's of CHAO member organizations to elicit their views on the major issues confronting the Catholic health ministry in Ontario. The results of these consultations emphasized the need for succession planning and mission-related education as keys to future success of the Catholic health care ministry. The recently approved redesign of CHAO builds on this early ground work by Carolyn.



Thank you Carolyn for your commitment to Catholic health care. Prayers and best wishes from all of your friends and colleagues are with you at this time.

Pierre Noel, President and CEO Pembroke Regional Hospital and Vice Chair of the CHAO Board has agreed to assume the position of Chair.

Regards,

Ron Marr
President

Catholic Health Care in Ontario

We care for you — body, mind and spirit.

Les soins de santé catholiques en Ontario

On prend soin de vous ~ cœur, corps et esprit®

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News from the CHAO Board

Changes to CHAO Structure and Role

As announced at the CHAO AGM in September, by eliminating overhead costs such as office lease expense along with reduced human resource expenses, the CHAO portion of the so-called “cost of being Catholic” will be minimized starting in 2012. Human resource expense reductions will be accomplished by moving from a fulltime one person staff with a generic set of skills to the implementation of a three member team/matrix model of human resources – each possessing a diversity of complementary skills. This matrix/team model will be achieved by a reduction to half time for CHAO President Ron Marr, with his duties being shared by Bruce Antonello, currently a CHAO consultant who will be named Vice President, with no change in compensation. In 2012 the third part time member of the matrix/team will be recruited. Finally, the team will be supported by other “skill specific” persons retained on a per diem basis.

Operationally, plans are to leverage technology by creating virtual offices that effectively and efficiently obviate conventional operating expenses. Together these changes will free up resources to staff and fund the new Mission and Leadership Program, create a fund for other projects, provide the CHAO board with a flexible human resource succession plan and provide significant savings to the Association that will be passed on to the membership.

Timing of these Changes

- ◆ October 1, 2011 to April 1st 2012: Complete the Mission & Leadership Program design, director position description and recruitment process; complete the design of a trustees leadership curriculum and implement a level 1 trustees leadership program in 2012.
- ◆ June 1, 2012. Ron Marr will move to half time employment and “job share” the President’s duties with Vice President Bruce Antonello who will also continue to work half time
- ◆ After June 1, 2012 recruitment and engagement of part time Director of Mission and Leadership Program.
- ◆ September 2012. Targeted membership fee reduction of 15%
- ◆ September 2013. Targeted membership fee reduction of a further 15%

Your Board remains convinced that these changes will continue CHAO’s strong voice for Catholic health care in Ontario, improve the quality of CHAO services and increase programming for our members while reducing costs in a time of severe budgetary restrictions.

News from the CHAO Board

2011 Convention Evaluation

Again this year convention delegates were asked to evaluate their experience at the Convention /AGM.

- 33 of the 87 Convention delegates answered the evaluation survey.
- The typical delegate was a hospital trustee
- 97% of respondents gave the Convention and overall rating of 8 out of 10 or better.
- While our opening key note speaker had high ratings, he did not stick to the advertised topic, a point made by several respondents.
- Other speakers were very highly rated; 85% of respondents gave the speakers an 8 out of 10 or better rating.
- 100% of respondents supported the use of an electronic convention brochure. This change alone saved about \$2000 in printing and postage.
- Budget restrictions are considered the main reason for lower attendance than previous years.

Another survey was sent to member CEO's to get their ideas on the planning of future conventions. There were 19 respondents to the survey

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- When asked why a respondent hadn't attended 3 or more Conventions in the last 5 years, 37.5 % stated that cost was the main reason.
- Those who have attended 3 or more conventions in the past 5 years state that an opportunity to interact with other Catholic leaders followed closely by good program offerings are the main reasons they attended.
- The majority of respondents think the Convention should offer programs for all levels of management and not be limited to CEO's and trustees.
- 83% of respondents indicated they would pay higher fees for better speakers. An interesting suggestion was to reach out to Catholic leadership alumni.

The input from both surveys will definitely be instrumental in the planning for future educational events.



The 2012 Convention/AGM will take place October 10-12 at the Marriott Yorkville Hotel Toronto. Mark your calendars.

Around the Province

Bruyère Continuing Care has Canada's Pharmacist of the Year!

The *Canadian Pharmacist of the Year* is a leader, a mentor and an innovator, who works to expand the role of the pharmacist in health care. It's a tall prescription, but one that's Dr. Barbara Farrell is happy to fill.



Nominated by her peers in recognition of outstanding service to the profession of pharmacy and her commitment to community service, Barb humbly accepted the prestigious Pharmacist of the Year Award at the Canadian Pharmacists Association's (CPhA) annual conference on May 29 in front of friends, family, colleagues and former students.

"It was overwhelming," says Barb about the event, "I never really expected to be standing up there. I didn't realize how much I'd done until I saw it all on paper." In addition to her work as a pharmacist and clinical research coordinator at the Bruyère Continuing Care pharmacy department, as a scientist at the Élisabeth Bruyère Research Institute and clinician investigator with the Department of Family Medicine, University of Ottawa and her clinical work with patients in the Bruyère Continuing Care Geriatric Day Hospital, Barb continues to work with the University of Waterloo and with the University of Toronto Faculties of Pharmacy, as well as with various pharmacy associations in planning pharmacist continuing education. These educator positions speak volumes of Barb's firm commitment to the education and mentorship of pharmacy students and have allowed her to influence and inspire young pharmacy professionals.

"You always hope that you make a difference," Barb says about mentoring students, "but you don't know for sure." However, Barb can be sure that she's made a positive impact: throughout the CPhA conference, Barb was approached by many people expressing positive reactions to her award, most notably students she taught years ago, who made a point of telling her what a difference she had made in their careers. And she continues to make a difference. One of her current students, Naomi Dore, states, "Thanks to her inspiring example, I will enter the profession hoping always to look for ways to improve and advance pharmacy practice as she has done, and to be a leader of the profession as she continues to be."

Around the Province

Congratulations to St. Joseph's Healthcare Hamilton (SJHH) named as one of *Canada's Top 100 Employers* for 2012.

"We are very proud to be recognized for the second year as a top Canadian employer. This achievement reflects a great deal of work that each and every



member of our staff showcases every day in providing compassionate sensitive care to our patients and their families. This is truly a celebration of our staff. I applaud their work, and am very proud

of this tremendous accomplishment," says Dr. David Higgins, President, St. Joseph's Healthcare Hamilton.

SJHH was one of only three hospitals in Ontario to be named to this year's list, and joins a group of only six healthcare organizations across the country to receive this coveted title. More than 17,000 organizations were invited to apply for this year's award making it one of the most competitive to date. Each organization was assessed on eight key areas: physical workplace, work atmosphere, health and financial benefits, vacation and time-off, employee communications, performance management, training and skills development and community involvement.

The award, developed by Mediacorp Canada, recognizes employers who are leaders in creating exceptional workplaces to attract, retain and inspire individuals. Some of the winning reasons for SJHH's selection as one of Canada's Top 100 Employers for 2012 include:

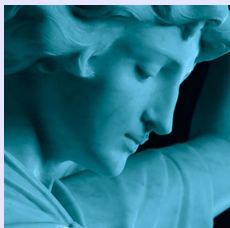
- Encourages ongoing employee education with tuition subsidies for courses taken at outside institutions (to \$1,000), financial bonuses for some course completions, and a variety of in-house and online training programs.
- Has partnered with the University Health Network in Toronto and the Schulich School of Business to enable graduates of their Leadership Development Program to receive additional certification.
- Supports employees who are new mothers with maternity and parental leave top-up payments (to 93% of salary for 27 weeks) and provides parental top-up to new fathers and adoptive parents (to 93% of salary for 12 weeks)
- Helps employees balance their work and personal life with a variety of alternative work arrangements including flexible hours, shortened and compressed work week options, telecommuting and reduced summer hours.
- Beyond their role in the community, the hospital and its employees are great community citizens supporting local initiatives as well as an international outreach program that directs medical personnel, supplies and equipment to countries in need.

"We believe in investing in our employees," says Diana Elder, Chief, Human Resources. "Healthcare is an extremely competitive and challenging industry. We are constantly looking at ways to enhance employee wellness and satisfaction. We are delighted to be recognized for these efforts and look forward to building on these programs in the future."

Around the Province

St. Mike's gets OK for a major expansion

On November 29th, the Honourable Deb Matthews, Minister of Health and Long-term Care, announced the approval of construction of a 17-storey patient care tower at St. Michael's Hospital at the northeast corner of Queen and Victoria Streets and renovations to adjacent areas in existing buildings.



In her comments, Minister Matthews said, "The government recognizes the tremendous impact this project will have on the patients, staff and community. Bricks, mortar and state-of-the-art equipment help doctors, nurses and other health professionals provide better care to their patients."

Although St. Michael's has always been recognized for its quality of care, it has been challenged in recent years by its aging facilities. Cramped spaces – many dating back nearly 100 years – were not designed to accommodate new technologies and equipment or to meet today's infection control standards.

The new tower will include five hybrid operating rooms with medical imaging and operating room equipment in each; a new medical-surgical intensive care unit; and expanded facilities for many of our programs. A cornerstone of the facility will be a modernized and expanded Emergency department that is designed to safely and efficiently handle the growing number of patient visits, with a particular emphasis on providing respectful and dignified care to the homeless and vulnerable within Toronto's inner city.

The site for the new tower is "shovel ready," with City of Toronto rezoning completed in preparation for parking lot removal. Construction will begin in approximately two years and be completed three years later.

Congrats to Dr. Bob Howard and his team at St. Mike's.

Hotel Dieu Shaver Receives Approval to add 5,750 Square Feet of Therapy Space

With more than 36,000 rehab visits a year and nearly 12,000 in-patient rehab days annually, the need for rehabilitation care in Niagara continues to grow and become a vital component of the health care system in the Region and throughout the Province.

With this ever increasing volume Hotel Dieu Shaver, with approval from the Ministry of Health and Long-Term Care as well as full support from the Local Health and Integration Network (LHIN), will be expanding its therapy space by more than 5,700 square feet through a \$2 million renovation that will enclose what is currently a courtyard area in the out-patient rehab building. The new treatment area will be home to some of the most advanced rehab equipment in the province. (continued on p. 7)

“This is a much needed expansion of therapy space and will be of huge benefit to our patients and the staff who provide them with care,” said CEO Jane Rufrano. “We have worked closely with our LHIN and the Ministry of Health and Long-Term Care and we are grateful for their approval and support to make this project a reality,” added Ms. Rufrano.



Jane Rufrano

“The continuing rehabilitative care provided by Hotel Dieu Shaver is second to none. The new treatment area being created to benefit patients and their families is great news for the community and our LHIN,” commented Donna Cripps, HNHB LHIN CEO.

The project is expected to be completed in the summer of 2012. Once finished, the new treatment area will be home to the latest in rehabilitation equipment including a dynamic stair trainer, an un-weighted treadmill, motorized parallel bars and gait analysis machine.

Colposcopy Clinic at St. Joseph’s Hospital London celebrates an exciting future

The amalgamation of all colposcopy services in London means St. Joseph’s Health



Care London (St. Joseph’s) is now poised to become a leader, provincially, nationally and internationally, in this important area of women’s health. Colposcopy is a medical diagnostic procedure to examine an illuminated, magnified view of the cervix and the tissues of the vagina and vulva. Many premalignant lesions and malignant lesions

in these areas have discernible characteristics which can be detected through the examination

“It’s a huge plus for everyone involved — staff, physicians and patients — to be altogether at St. Joseph’s,” says Dr. Robert DiCecco, Medical Director of the new Colposcopy Clinic at St. Joseph’s Hospital. “We have a real opportunity to make this clinic something special in terms of patient care, teaching, research and collaboration.”

Colposcopy services at St. Joseph’s and Victoria Hospital of London Health Sciences Centre (LHSC) came together in June when the programs moved into 5,600 square feet of newly renovated, specially-designed space on level 4 at St. Joseph’s Hospital. In a ceremony held in October, the space was officially opened and blessed. Welcoming the LHSC physicians to St. Joseph’s, Karen Perkin, Vice President, Acute and Ambulatory, Professional Practice/Chief Nurse Executive, said the opening of spaces such as the Colposcopy Clinic are major milestones in the redevelopment of St. Joseph’s Hospital and building of St. Joseph’s role in specialized acute ambulatory care.

Around the Province

Hotel Dieu Grace Hospital Windsor

A little under a year ago, Hotel-Dieu Grace Hospital Windsor was placed under supervision by Minister of Health, Deb Matthews. Since then much work has been undertaken to revitalize this great institution. Below is an excerpt from a message to stakeholders from Supervisor Ken Deane.

When you consider the results I hope that you feel respected and your voices were heard; view the hospital as transparent and open; have seen some positive changes over the past few months; and believe that we are on the right track.

In closing I share this prayer: "May you have the strength of eagles' wings, the faith and courage to fly to new heights, and the wisdom of the universe to carry you there."
is an excerpt from a recent message to staff, volunteers and physicians from Supervisor, Ken Deane.

We have started to refresh and renew our hospital. In the March 14th issue of Frontline News I described revitalizing culture as a renewed focus on fostering strong relationships, strengthening teamwork, improving communication, and achieving a more collaborative work environment. As a faith based organization we need a strong alignment of mission, values, and day-to-day work.

At our town halls we presented the results of our cultural survey, conducted in May and June of this year. The results provide a snapshot into our workplace culture at that time – and provides us with a baseline comparison for future surveys.

I am optimistic about the future of Hôtel-Dieu Grace Hospital - I am optimistic because of each of you. Despite the challenges and frustrations you may have felt regarding the organization and its direction, you come to work each and every day with the goal of providing top quality care to our patients. Your dedication to patients in the face of controversy and public criticism is extraordinary and commendable.

In less than one year, we have an almost entirely new executive team and we will be soon announcing new board appointments. As we look forward, however, we embrace our past and engage our present. Our past is a rich legacy: Hôtel-Dieu Hospital and the Salvation Army Grace Hospital both of which served this community with distinction. Our present is the provision of quality care: through your professionalism, your sense of duty, and your continuous search for improvement and innovation you directly provide or support the provision of quality care to patients and families 24 hours a day, seven days a week. Every day you respond to the unexpected – you dig deep, you improvise, and you overcome. Miracles happen every day in this hospital because of you.

When you consider the results I hope that you feel respected and your voices were heard; view the hospital as transparent and open; have seen some positive changes over the past few months; and believe that we are on the right track.

Ken Deane
Supervisor

People in the News

POPE BENEDICT XVI ELEVATES ARCHBISHOP THOMAS COLLINS TO THE COLLEGE OF CARDINALS



TORONTO (January 6, 2012) – This morning following Mass at the Vatican, the Holy Father, Pope Benedict XVI, announced that His Grace, Thomas Collins, Archbishop of Toronto, will be elevated to the College of Cardinals, an international group of principal advisors to the Pontiff.

Archbishop Collins commented on his appointment:

"I am deeply honoured that the Holy Father has called me to be a member of the College of Cardinals. I am grateful for the trust he has placed in me, and recognize this honour as a sign of his esteem for the role of Canada and of the Archdiocese of Toronto in the universal Church. I ask the people of the Archdiocese, whom I am privileged to serve as bishop, and all people in the community, to pray for me and for all who serve Our Lord through ministry in the Church."

Born and raised in Guelph, Ontario, Thomas Collins was ordained a priest in 1973. Pope John Paul II named him Bishop of St. Paul, Alberta in 1997 and Archbishop of Edmonton in 1999. Pope Benedict later appointed him as the 10th archbishop of Toronto on December 16, 2006.

The formal consistory, at which the new cardinals will be created, will take place February 18-19 in Rome. Cardinal-designate Collins will become the fourth cardinal in the 110-year history of the Archdiocese of Toronto and the 16th cardinal in the history of the Roman Catholic Church in Canada.

The College of Cardinals is convened at the discretion of the Holy Father to discuss issues of significance – most members serve on committees covering a variety of matters. When the papacy is vacant (i.e. death of the pope), all cardinals under the age of 80 gather in Rome for a closed meeting, called a conclave, to elect a new pope.

The Archdiocese of Toronto is Canada's largest diocese, stretching from Toronto north to Georgian Bay and from Oshawa to Mississauga. It is home to 1.9 million Catholics and 225 churches, with Mass celebrated in more than 30 different languages each week.



**Annual Conference 2012
Catholic Health Alliance of Canada
May 9 to 11, 2012 – St. John's, NL**

http://www.chac.ca/conference/2012/index_e.php#program

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 2012. Submission deadline, March 23rd 2012.