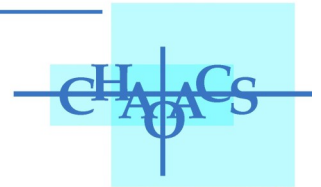




Catholic Health Care in Ontario

The Quarterly

We care for you ~ body, mind and spirit



A quarterly newsletter of the Catholic Health Association of Ontario

September/October 2011.

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New programs, lower costs and a different approach.

Those of you who attended the 2011 AGM will know first hand of the significant change that we are making to the organization of CHAO—a Communiqué describing the change was sent to members October 6th under my signature and the same message is featured on pages 2 and 3 of this Newsletter. The announced plan will develop a Mission and Leadership Centre to offer improved Catholic trustee educational programming; introduce a new human resource model that combines the traditional and new specialized skill sets and addresses leadership succession planning, and; outlines the timing of significant reductions in membership fees. This plan is a result of extensive deliberation by the CHAO Board. We believe we have set CHAO on a course that will keep the Association relevant well into the future.

This year will also see a significant change at the CHAO Board level; Dianne Moser has fulfilled her maximum 9 year mandate as a director, including 2 years as Board Chair and Paul O’Krafka has completed a three year term on the Board. We thank Diane and Paul for their dedication to Catholic health care and to CHAO and we welcome Carol Lambie and Tracy Buckler to the 2011/2012 Board. We will also be welcoming an additional sponsor representative to our board in near future.

Regards,



Carolyn Baker
Chair

Catholic Health Care in Ontario

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CHAO Annual General Meeting and Convention

Earlier this year, the CHAO Board commissioned an Organizational Assessment based on achieving the following deliverables:

- Enhanced quantity and quality of CHAO programming and services to the membership that are both effective and cost efficient- the Board was particularly sensitive to the issue of “how much does it cost to be Catholic”.
- A focus on the Common Good Functions that have been articulated by the CHAO membership through a variety of consultations over the past number of years
- A renewed partnership with the 4 Ontario sponsors collectively that accommodates the evolution of the sponsorship model.

At the CHAO Annual General Meeting, September 28th, the CHAO Board announced it was commencing the implementation of an Organization Redesign that includes the following changes:

- The establishment of a **CHAO Mission and Leadership Program** to develop and implement learning opportunities for CHAO member board and staff education in the essential elements of Catholic health care and the integration of these elements into every day decisions and actions of the organization they serve.
- **A revitalized relationship with the Ontario Sponsors Group** (formerly the Alliance of Sponsors) including a clear delineation of roles -CHAO will continue to concentrate on the Common Good Functions of advocacy, communication and membership engagement as well as education through the new Mission and Leadership Program. – the Ontario Sponsors Group will concentrate on sponsorship issues of mutual interest.
- To facilitate collaboration between the Ontario Sponsors Group and CHAO the President of CHAO will participate in the meetings and work of the Ontario Sponsors Group and the number of sponsors on the CHAO board will increase from 3 to 4 – one from each sponsor.
- **A redefined CHAO staffing and operating model** that continues to invest resources in the traditional Common Good Functions of advocacy and government relations and member engagement and communication while bringing new, specialized skills to the Mission and Leadership Program and other priority areas in the future.
- **A reduced cost of providing CHAO programs and services** that will, over time, translate into a targeted reduction in CHAO membership fees of 30%.

CHAO Organization changes (continued)

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. Human resource expense reductions will be accomplished through 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 member of the matrix/team will be recruited. Further, 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.
- ⇒ April 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
- ⇒
- ⇒ April 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 believes that the changes it has approved and is now implementing 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.

CHAO Annual General Meeting (continued)

Assembly approves changes to the CHAO Board Composition

Part of the reorganization of CHAO was an objective to work more closely and in a complimentary fashion with Ontario's four Sponsors. Before 2011, the Alliance of Sponsors were a Committee reporting to the Board of CHAO. Today, with professional, full time leadership, the individual Sponsors have evolved. Collectively they have signed an agreement to work more closely with fellow sponsors and to share and respect responsibilities between themselves and CHAO. As part of this evolution the Board of CHAO recommended and membership agreed at the AGM that all four sponsors should have name a member of the CHAO Board. Therefore the numbers of at large seats on the CHAO Board was decreased from 3 to 2 with a complementary increase from 3 to 4 for Sponsors nominees.

Tracy Buckler and Carol Lambie elected to the CHAO Board.

Tracy Buckler, President and CEO of St. Joseph's Care Group Thunder Bay and **Carol Lambie**, President and CEO of Waypoint Centre for Mental Health Care, (formerly Mental Health Centre Penetanguishene) were acclaimed by the Health Organizations Sector of the Association as two of the six members of the CHAO Board from this Sector.

Tracy Buckler is the President and Chief Executive Officer of St. Joseph's Care Group. Tracy earned her Nursing Diploma from Sault College, a Bachelor of Science in Nursing at Lakehead University, and a Master of Health Studies in Leadership through Athabasca University.



Tracy is a Certified Health Care Executive with the Canadian College of Health Leaders, an Accreditation Surveyor with Accreditation Canada, and a Board Member for the Northern Ontario School of Medicine.

Tracy has been part of the St. Joseph's "family" for more than 25 years and has proudly represented the Care Group as President & CEO since 2005.

Carol Lambie is a member of the Certified General Accountants of Ontario and Canada and member of the Canadian College of Health Leaders. Recently, Carol earned a Certificate in Mental Health Law from Osgoode Hall, York University. Carol is the former Executive Director of the Penetanguishene General Hospital and interim Executive Director of the Huronia District Hospital. She is a member of the North Huronia LHIN Leadership Council and a member of the OHA Regional Council Executive Committee.



Around the Province

The wait is finally over, as **St. Joseph's Healthcare Hamilton (SJHH)** unveiled its new and innovative Surgical Centre at a grand opening ceremony held September

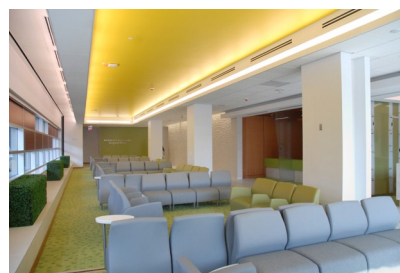


14th. Located on the north-east corner of James Street and St. Joseph's Drive, the modern exterior of the new centre compliments the state-of-the-art facilities and equipment housed inside it.

"St. Joseph's Healthcare's long legacy of surgical excellence continues with today's unveiling of our new Surgical Centre," said Dr. Anthony Adili, Chief of Surgery at St. Joseph's Healthcare Hamilton. "This extraordinary Centre, paired with the latest in

minimally invasive, image guided and robotic surgical equipment, and our outstanding team of surgeons, anesthetists, nurses and staff has elevated St. Joseph's surgical program to a calibre that is unmatched in our region. It will enable our staff members to continue providing the very best surgical care to the patients we're honoured to serve in Hamilton and its surrounding communities."

St. Joseph's new \$72 million dollar project features 12 new operating rooms, 24 post-anesthesia care beds, a 50 bed day surgery unit, a minor procedures area, a new sterile processing department. The new operating rooms are some of the most technologically advanced in North America and have been designed to suit the needs of St. Joseph's many surgical specialties. The new Centre is nearly double the architectural footprint of the Hospital's current surgical facilities



Ministry of Health and Long-Term Care (MOHLTC) has announced Résidence Saint-



Louis, part of **Bruyère Continuing Care** in Ottawa, was named as another new LTC Home Centres of Learning, Research and Innovation.

Under the leadership of the Elisabeth Bruyère Research Institute, Bruyère Continuing Care received a five-year, \$2.9 million grant to establish a research centre on elder care, plus \$92,000 for renovation to space and for equipment. The centre will be located at the Résidence Saint-Louis Home and will bring together researchers, academic organizations, health officials and care providers, to improve the care and quality of life of seniors through increased training opportunities for students in a LTC environment, through support of researchers and scientists to conduct immediately applicable findings to all areas that affect seniors and through the use of innovative technology to improve learning and care.

Around the Province

Recently Sandra Dickau temporarily traded in her role as **St. Joseph's Health Centre**, Toronto's



6G Patient Care Manager, to travel to Rwanda as a short-term global field staff worker. In partnership with her church, The Kingsway Baptist Church, Canadian Baptist Ministries and the African Brotherhood of Churches in Rwanda, 15 Canadians departed to help the Rwandan people with literacy, conflict resolution and health-care opportunity exploration. In particular, the group helped with capacity building and sustainability in Gisenyi, a rural community in the North West part of Rwanda. This was Dickau's second time in Rwanda. "The first time being there I had this strong sense that this is where we should be partnering (with the church). They (the Rwandans) were receptive

and open to the challenge of being able to share where they thought they needed capacity building," said Dickau. "We didn't go there arrogantly. We went willing to help on their terms."

Beginning May 2011, English became Rwanda's first language and Rwandans were struggling with the adjustment. This led Dickau's group to run English language sessions for teachers and graduating students. Since the Rwandan Genocide, resentment amongst neighbours developed. Dickau's group ran simple conflict resolution and mediation sessions with the hope it would facilitate future reconciliation discussions between the Hutus and Tutsis.

Dickau's group also looked at Rwanda's health-care needs: what they need and how to help

Dickau's advice for anyone thinking of partaking in a similar experience: "You can't go wrong doing something that brings you out of your comfort zone and helps another person. You'll be surprised by what you receive in giving. A profound sense of joy and humility still lingers with me. I'm definitely going back. I see myself collaborating with Rwanda for many years. I don't know what it is but they're in my heart."

The **Pembroke Regional Hospital** is one giant step closer to owning and operating an MRI (Magnetic Resonance Imaging) machine. On September 1st, the Honourable Bob Chiarelli along with representatives of the Champlain Local Health Integration Network (LHIN) announced that the Pembroke Regional Hospital has received approval to purchase and operate an MRI. At the same time, approval for the Queensway Carleton Hospital to operate a second MRI was announced.



"Today our Hospital has been given the green light to go ahead with our plan to bring an MRI to our region," said PRH President and CEO Pierre Noel. "This announcement represents a huge step forward in securing this diagnostic tool for the people of our area. Having an MRI here will be a tremendous advancement in the diagnostic imaging capabilities available to patients in Renfrew County. Bringing an MRI to our community will reduce wait times and travel times, allow us to do more surgeries locally and will be another drawing card to help attract physicians and specialists to our area," Mr. Noel said.

New leadership council created for St. Joseph's Hospital

A new vision for **St. Joseph's Hospital** is taking shape with the creation of the St.



Joseph's Hospital Acute and Ambulatory Leadership Council. Meeting for the first time in June, the council, made up of physician, clinical and professional practice leaders, will explore and implement strategies that enhance care, teaching and research at St. Joseph's Hospital with the goal of achieving an acute ambulatory care centre of excellence.

The council mirrors existing leadership forums at other St. Joseph's clinical sites. It will be co-led by Karen Perkin, Vice President, Acute and Ambulatory, Professional Practice/Chief Nursing Executive, and the site chiefs of surgery and medicine – Drs. Jim Roth and Rob McFadden.

“The council is an opportunity for collective thinking about the vision for St. Joseph's Hospital and to push forward change,” explains Karen. “It's a forum to collaborate as a leadership team to identify opportunities and share in problem solving and program development.”

Included in that role will be to create a fair and transparent process for how operating dollars are shared and allocated at St. Joseph's Hospital. Also key is enhancing care networks across the organization and with community partners.

“By regularly bringing together medical leadership from various programs and services at St. Joseph's Hospital we can focus on what this site will become,” says Dr. McFadden. “While we continue to provide integrated care with London Health Sciences Centre, we must also concentrate on the opportunities for growth and development at this site.”

Dr. Roth agrees. “I am looking forward to being part of what promises to be a dynamic, forward thinking group that will work hard together to help build an exciting future for St. Joseph's Hospital!”

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Ontario is expanding the Ontario Breast Screening Program to include a new screening



program for women (ages 30 to 69) who are at high risk for breast cancer. **Hôtel-Dieu Grace Hospital** and Windsor

Regional Hospital are among 19 High Risk

Screening Centres selected to work with the Ontario Breast Screening Program in the first phase of the program expansion starting on July 1, 2011. Access to the OBSP High Risk Screening Program will be coordinated through the Erie St. Clair Regional Cancer Program (ESC RCP). A single 'Essex County' fax number will be used by providers to refer women they have identified as potentially being eligible for the program. A Nurse Navigator will follow up on all referrals coordinating Genetic Counseling and scheduling of mammograms and MRIs, and will also answer women's questions and provide them with information about High Risk Screening.

People in the News

Waypoint Centre for Mental Health Care is pleased to announce that **Dr. Trevor Young** was appointed to its board of directors at the annual general meeting on June 9, 2011. Dr. Young is a Professor and Chair of the Department of Psychiatry at the University of Toronto, one of the largest Departments of Psychiatry in the world and the largest in Canada.



“Dr. Young played an important role in our formal partnership with University of Toronto,” says Carol Lambie, Waypoint President and CEO. “After learning about all the new and exciting initiatives at Waypoint he expressed a desire to join our board. We are thrilled to have him on our team.” Dr. Young has received numerous awards including the Douglas Utting Award for outstanding contributions in the field of mood disorders and is a Distinguished Fellow of the American Psychiatric Association. He was recognized with a Hope Inspiration Award by the Mood Disorders Association of Ontario in Feb. 2011 for his research work.

New Board Chair at St. Joseph’s Health Care London

Marcie Grail has been elected Chair of the Board of Directors of **St. Joseph’s Health Care London**. A graduate of Administrative and Commercial Studies at The University of Western Ontario (BA 1982), Marcie is also a certified financial planner. She began her accounting career with The Permanent in 1978 and would move on to Ernst & Young and then Price Waterhouse before establishing her own public accounting practice, F. Marcella Grail Chartered Accountant, in 1991.



Underneath a calm and soft-spoken demeanor, Marcie is actually an intense competitor. In what little free time she has, this self-proclaimed workaholic can be found on the volleyball court in London, in addition to traveling with a local masters volleyball team that recently won a bronze medal in the U.S. Senior Nationals. She is now in training for the Ironman Canada triathlon, despite her fear of swimming in lakes.

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, January 2012. Submission deadline, December 22, 2011.

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