

St. Joseph's Hamilton Joint Boards of Governors

*Thursday, November 27, 2014
15:30 pm*

*Dofasco Boardroom – Juravinski
Innovation Tower*

Open Session

St. Joseph's
Villa  Dundas

St. Joseph's
Healthcare  Hamilton

St. Joseph's
Home  Care

St. Joseph's Hamilton Joint Boards of Governors – Open Agenda
Thursday, November 27, 2014
3:30 – 6:00 p.m.

Dofasco Boardroom – St. Joseph's Healthcare Hamilton
2nd Floor, Juravinski Innovation Tower
50 Charlton Avenue East, Hamilton

- Elected Members** Mr. Carl Santoni (Chair), Mr. Peter Tice, Mr. Sonny Monzavi, Dr. Mary Guise, Mr. Jim LoPresti, Ms. Carolyn Milne, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin, Mr. Adriaan Korstanje, Dr. Jack Gauldie, Ms. Lynn McNeil.
- Ex-Officio Members** Dr. Rebecca Amer, Ms. Winnie Doyle, Dr. Hugh Fuller, Dr. David Higgins, Dr. John Kelton, Dr. Kevin Smith
- Senior Management Team** Mr. David Bakker, Mrs. Jane Loncke
- Resource** Ms. Jessica Fry, Ms. Fadia Ros, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Dr. M. Soth, Mr. R. Cercone, Mr. V. Singh

VALUES: D = dignity, R1 = respect, S = service, J = justice, R2 = responsibility, E = enquiry

Time	Item	Topic	Motion	Values	Lead	Page
3:30pm	1.0	Call to Order				
	1.1 1.1.1	<i>Opening Prayer and Reflection on SERVICE</i>		R2	P. Tice All	
	1.2	<i>Approval of Agenda</i>	All JBG Voting Members: THAT THE OPEN AGENDA OF THE NOVEMBER 27, 2014 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE BE APPROVED	R2	C. Santoni	
	1.3	<i>Declaration of Conflict of Interest</i>		R2	C. Santoni	
	1.4	<i>Introduction of Guests</i>		R1	C. Santoni	

3:40pm	2.0	Consent Agenda				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	All JBG Voting Members: THAT THE OPEN MINUTES OF THE OCTOBER 30, 2014 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED	R2	C. Santoni	1-6
	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 OF NOVEMBER 4, 2014 BE ACCEPTED FOR INFORMATION		P. Tice	7-13
	2.3	<i>Resource & Audit Committee Minutes and Motions</i>	All JBG Voting Members THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF NOVEMBER 19, 2014 BE ACCEPTED FOR INFORMATION All SJVD Voting Members THAT THE 2015 OPERATING BUDGET FOR ST. JOSEPH'S VILLA DUNDAS BE APPROVED	R2	S. Monzavi	14-44
3:50pm	3.0	Quality & Patient Safety				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	All JBG Voting Members THAT THE MINUTES OF THE NOVEMBER 11, 2014 QUALITY COMMITTEE BE ACCEPTED FOR INFORMATION	S	R. Rocci	45-49
	3.2	<i>Medical Advisory Committee Presentation:</i>	<i>Dr. M. Soth Chief, Department of Critical Care Medicine</i>	E		
	4.0	Highlight Report				
	4.1	<i>No Highlight Report This Month</i>		R2		

4:10pm	5.0	Reports				
	5.1	Report of Chair		R2	C. Santoni	
	5.2	Report of the President and CEO, St. Joseph's Health System		R2	K. Smith	
	5.3 5.3.1	Report of Presidents Ebola Update		R2 / S	D. Higgins D. Bakker J. Loncke	50-52
	5.4	Report of President SJHH Foundation SJVD Foundation		R2	S. Filice-Armenio M. Ellis	
	5.5	Report of Chief Nursing Officer		R2 / S	W. Doyle	
	5.6	Report of President, Medical Staff Association		R2	R. Amer	
4:30pm	6.0	Information / Education Items				
	6.1	JBG Closed Summary	No Summary This Month	R2 / E	C. Santoni	
	6.2	JBG Walkabouts - Education Schedule				53-56
	6.3	Boards Journey Together to Advance Health Care				57-60
4:35pm	7.0	Adjournment				
	7.1	Motion to adjourn	<u>All JBG Voting Members:</u> THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED		C. Santoni	
4:35pm	8.0	Break followed by Closed Session				



Committee: **St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION** Date: October 30, 2014
 Called to order at: 1530 hours Adjoined: 1715 hours

St. Joseph's Healthcare Hamilton Voting Members:

Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. J. LoPresti, Dr. J. Gaudie, Ms. L. McNeil.

St. Joseph's Villa Dundas Voting Members:

Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Mr. R. Rocci, Mrs. M. Taylor, Mr. T. Thoma.

St. Joseph's Homecare Hamilton Voting Members:

Mr. C. Santoni, Mr. P. Tice, Mr. S. Monzavi, Dr. M. Guise, Mrs. M. Taylor, Mrs. C. Milne, Mr. D. Tonin.

Location: Dofasco Boardroom – 2nd Floor Juravinski Innovation Tower
 Present: Mr. C. Santoni - Chair, Mr. T. Thoma, Mr. P. Tice, Mrs. M. Taylor, Mr. A. Korstanje, Ms. W. Doyle, Dr. H. Fuller, Dr. M. Guise, Mr. R. Rocci, Mr. D. Tonin, Dr. R. Amer, Ms. L. McNeil.
 Regrets: Mr. S. Monzavi, Ms. Carolyn Milne, Mr. J. LoPresti, Dr. J. Gaudie.
 Resource Staff: Dr. D. Higgins, Ms. F. Ros, Mr. D. Bakker, Mrs. J. Loncke, Ms. J. Fry,
 Guests: Dr. C. Boylan, Mr. V. Singh.
 NEXT MEETING: November 27, 2014

Subject	Discussion
1. PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by C. Santoni.
1.1 OPENING PRAYER	C. Santoni opened the meeting with a prayer. There was reflection with respect to the value of respect.
1.2 APPROVAL OF AGENDA	<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 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED</p>
1.3 DECLARATION OF CONFLICT OF INTEREST	There was no declaration of conflict of interest.
1.4 INTRODUCTION OF GUESTS	Dr. C. Boylan and Mr. V. Singh were introduced as the guests for the Open Session. Ms. L. McNeil was welcomed to her first meeting of the JBG and Ms. J. Fry was welcomed back to the JBG.
2. CONSENT AGENDA	<p style="text-align: center;"><u>All JBG Voting Members</u></p>
2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES	<p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE OPEN MINUTES OF THE SEPTEMBER 25, 2014 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE APPROVED</p>

Subject	Discussion
<p>2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> It was noted that any incidents/critical issues that occur during the summer months will be communicated to all members of the JBG, and not just the JBG Executive. <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 OCTOBER 7, 2014 BE ACCEPTED FOR INFORMATION</p>
<p>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</p>	<p>See highlight report item 4.1.</p>
<p>3. QUALITY AND PATIENT SAFETY</p>	
<p>3.1 QUALITY COMMITTEE MINUTES, MOTIONS AND REPORT</p>	<ul style="list-style-type: none"> A patient story with respect to a patient faced with challenging mental health and substance abuse issues was discussed. The outcome for the patient was very favourable and the patient now leads an active and fulfilling life. An update on the Concurrent Disorders Program was provided. There was discussion with respect to the SEAK Scorecard and the Triple Aim Initiatives. At the outset of the SEAK scorecard development, the aim was to determine what quality means and how is it measured. Big dot metrics were developed. It was noted that an Ad Hoc Subgroup will be formed to develop the next set of big dots. It was noted that the Executive Team are working on a "performance board" with a select number of indicators focused in the Triple Aim domains of Better Health, Better Experience and Better Value. The December Quality Committee has been cancelled. A briefing note will be circulated to all committee members on the status of the accreditation process. In response to fall injuries at SJVD and the new bed standard, it was noted that no issues were identified at the recent RQI (resident quality index). Accreditation Canada also approved the Villa's bed fall program and that data was compared with peer organizations. The MOHLTC met with the Patient and Family Council who have expressed concern over the removal of bed rails. Extensive discussion ensued and it was noted that there is no literature or evidence to support bed rails equal better clinical care. <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 OCTOBER 14, 2014 QUALITY COMMITTEE BE ACCEPTED FOR INFORMATION</p>

Subject	Discussion
<p data-bbox="120 566 440 655">3.2 MEDICAL ADVISORY COMMITTEE GUEST PRESENTATION</p> <p data-bbox="120 1183 418 1215">4. HIGHLIGHT REPORT</p> <p data-bbox="120 1247 435 1278">4.1 HIGHLIGHT REPORT</p>	<ul data-bbox="542 257 1523 353" style="list-style-type: none"> • It was noted that on line four of the first paragraph it should read “each entity of St. Joseph’s. In addition under section a) the sentence should begin with “promoting” quality improvement. <p data-bbox="873 412 1162 444" style="text-align: center;"><u>All JBG Voting Members</u></p> <p data-bbox="493 474 1536 534"><i>WITH THE ABOVE AMENDMENTS, ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p data-bbox="493 566 1495 597">THAT THE JBG QUALITY COMMITTEE TERMS OF REFERENCE BE APPROVED</p> <p data-bbox="493 629 821 661">The following was reported:</p> <ul data-bbox="542 725 1536 1193" style="list-style-type: none"> • The Diagnostic Imaging Quality/Access Initiative 2014 was presented by C. Boylan. The goal is to improve access and reduce wait times for Interventional Radiology procedures, enhance patient care, allow patient focus to occur in the in the interventional area and improve diagnostic service for inpatients. • Diagnostic versus interventional use of diagnostic imaging equipment was discussed and it was noted that all departments are in the process of rolling out standardized order sets. • DI has achieved excellent results with this initiative and some efficiencies have been realized. It was suggested that this initiative be shared with our system partners. It was noted that there has been excellent support from Administration and the Redevelopment Team created a favourable physical space to achieve this goal. The feedback from patients has been very positive. • In response to a question, it was noted that there are contingency capital funds and a process in place when requests are brought forward for equipment replacement. <p data-bbox="493 1257 862 1289"><u>Resource and Audit Committee</u></p> <ul data-bbox="542 1321 1536 1757" style="list-style-type: none"> • An update on the Resource and Audit Committee was provided. • There was extensive discussion with respect to the Information Technology Strategy Update presentation which was included in the package. Tactical plans were overviewed. It was noted that the Patient Link (EPIC) system went live for the first wave clinics on October 21st. The core network and storage replacement project is currently underway at Charlton Campus. Full IP communications have now been enabled throughout Charlton and West 5th with King Campus pending. • A Bring Your Own Device (BYOD) policy is under development with input from IT, Privacy, Telecom at SJHH and HHS. • Discussion occurred with respect to the McKesson situation. • M. Farrow, CIO for both SJHH and HHS, has suggested that LHIN 4 develop an integrated IT system across the LHIN. • Extensive discussion occurred with respect to IT upgrades. <p data-bbox="493 1789 1495 1849">ACTION: THE GENERATIVE DISCUSSION FOR THE JBG DECEMBER MEETING WILL BE THE INFORMATION TECHNOLOGY STRATEGY</p>

Subject	Discussion
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5. REPORTS

5.1 REPORT OF CHAIR

**5.2 REPORT OF
PRESIDENT AND CEO,
ST. JOSEPH'S HEALTH
SYSTEM**

- There was discussion with respect to the Working Funds Deficit Funding. Clarification and further education with respect to the WFDF was requested.

ACTION: A BRIEFING NOTE WITH RESPECT TO THE WORKING FUNDS DEFICIT FUNDING WILL BE BROUGHT FORWARD TO THE JBG

- It was noted that the final piece of Post Construction Operating Plan (PCOP) Funding has not yet been received by SJHH.

All JBG Voting Members




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

THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE OF OCTOBER 22 , 2014 BE ACCEPTED FOR INFORMATION

- All new community members attended the various committee meetings this month.
- The announcement with respect to the Peter Boris Research Chair was made on October 1st. The inaugural holder of the Chair is Dr. James MacKillop.
- The 2014 Father Sean O'Sullivan Research and Academic Awards were presented on October 6th. The awards were presented to three young researchers who work under the supervision of a SJHH investigator as an integral part of the research team.
- A major gift announcement was made by the DiCenzo Family on October 8th. The family donated \$1M to the Diagnostic Imaging Department.
- The Grand Opening of the SJV Dundas' latest wing, the Orchid Garden was held on October 24th. This area accommodates 12 beds, the licenses for which were transferred from the Motherhouse where they had been for the last five or six years.
- The Mission Legacy Awards for St. Joseph's Home Care were held on October 24th.
- The quarterly board meeting for St. Joe's Research Institute was held today. It was noted that the Research Institute is an independent organization and therefore the board is not a subcommittee of the JBG.
- The SJHS Quality Committee will be hosting an event on November 13th. It is an opportunity for board members to fortify their knowledge of the healthcare system, governance and quality.
- The Around the Bay Road Race will be held on Sunday March 29th. It was noted that there will be a Team MAC and all JBG members are invited to join.

- There was no report.

Subject	Discussion
<p>5.3 REPORT OF PRESIDENTS</p>	<ul style="list-style-type: none"> • There were no further comments on the written report.
<p>5.3.1. EBOLA UPDATE</p>	<ul style="list-style-type: none"> • D. Higgins gave an update on the Ebola preparedness plans for SJHH. Protocols are in place to ensure staff and patient safety with respect to laboratory test ordering, specimen collection and handling and testing of personal/protective equipment. There is a heightened level of vigilance and engagement with front line staff on the importance of proper use and disposal of protective equipment. The Executive Team has met with Union representatives to apprise them of planning and preparedness protocols. It was noted that a select group of staff are being trained at this time. Open communication and dialogue continues with all staff. An SBAR (situation, background, assessment and recommendation) was circulated to JBG members for their information. • It was noted that for members of the medical staff, it will be important that they receive appropriate training and fittings for N95 masks. The Emergency Department, under the leadership of Dr. I. Preyra, has organized protocols with respect to dealing with patients who may present in ER. It was also noted that medical learners are participating in Ebola preparedness sessions. • In response to a question, it was noted that the Province will likely form a supply management system with respect to Ebola supplies. • It was noted that a local group chaired by members of the Public Health Department of the City of Hamilton monitor and coordinates messaging to the appropriate authorities.
<p>5.4 REPORT OF PRESIDENTS</p>	<ul style="list-style-type: none"> • There was no report.
<p>SJHH FOUNDATION</p>	<ul style="list-style-type: none"> • All members of the JBG were thanked for their support of the SJVD Capital Campaign.
<p>SJVD FOUNDATION</p>	
<p>5.5 REPORT OF CHIEF NURSING OFFICER</p>	<ul style="list-style-type: none"> • W. Doyle noted that the nursing response at SJHH with respect to Ebola has been strong. Nurses are at high risk because of the type of patient contact and SJHH must ensure that all provincial directives are met. Directions from the MOHLTC indicate that if a patient is being treated for Ebola, two nurses will be dedicated to the patient. Members of the Executive Team meet with ONA on a weekly basis to assess plans and processes moving forward.
<p>5.6 REPORT OF PRESIDENT, MEDICAL STAFF ASSOCIATION</p>	<ul style="list-style-type: none"> • The Quarterly Medical Staff Meeting was held on October 24th. Guest speakers were Drs. Gary Chaimowitz and Ved Tandan. Dr. Chaimowitz spoke on the West 5th Campus and leadership in the physician support group. Dr. Tandan spoke on the OMA Negotiations and bridging gaps between physicians, hospitals and other external stakeholders. • The Annual Medical Staff Dinner will be held on Friday January 16 at the Hamilton Golf and Country Club. All JBG members are welcome to attend.

Subject	Discussion
<p>6. INFORMATION EDUCATION ITEMS</p> <p>7. OTHER BUSINESS</p> <p>8. ADJOURNMENT</p>	<ul style="list-style-type: none"> • JBG Closed Summary • JBG Walkabouts – Education Schedule <p>There was no further business.</p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</p> <p><u>Carl Santoni, Chair</u> </p> <p><u>David Higgins, Secretary</u> </p> <p><u>Fadia Ros, Recorder</u> </p>

OPEN REPORT TO THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS
NOVEMBER 2014

1. Environmental Scan

1.1 SJHH: Niagara Health System and St. Joseph's Healthcare Hamilton Transform Renal Care Across the Region

On November 14th, a formal announcement was made that SJHH and the Niagara Health System are partnering to create a single renal program (regional chronic kidney disease program) across both organizations to serve patients from across the Hamilton-Niagara-Haldimand-Brant Local Health Integration Network (HNHB LHIN). The aim of the partnership is to ensure the best patient experience across the entire continuum of kidney care services, from early detection, to dialysis, to kidney transplant. Together, our organizations will form the largest renal program in Ontario, enabling us to contribute more fully to discussions and the development of leading practices at a provincial and national level. This kind of integration has the power to accelerate positive healthcare for patients by streamlining coordination and making transitions between phases of care seamless.

1.2 SJHH: EBOLA Preparedness

Greater than 90% of the nursing staff in the ED and Urgent Care Centre have been trained in Personal Protective Equipment (PPE) donning and doffing, and have current N95 mask fit testing compliance. Volunteers have been reassigned from their greeting role at the entrance of ED and Urgent Care, to roles within the respective departments in order to minimize the risk of potential exposure prior to patients being assessed in triage. The triage bays at both ED and Urgent Care have been modified to include a screen between the patients and triage nurse, in compliance with the most recent MOHLTC directives.

We have completed mock patient scenarios at both the ED and Urgent Care, and mapped the process for patient triage, assessment and placement on the unit in the event that a patient screens positive for being a potential risk for Ebola.

We have worked with our EMS (Hamilton Paramedic Service) colleagues to plan for patient transfers including patients identified as high risk for Ebola. Our process is consistent with the current MOHLTC directives related to paramedic services.

Protocols are in place in our labs to ensure staff and patient safety for appropriate laboratory test ordering, specimen handling and testing procedures. This includes a heightened level of vigilance and engagement with front line staff on the importance of the proper use and disposal of personal protective equipment. Arrangements include the provision of urgent basic laboratory testing required for patient treatment decisions and the sending of EBOLA diagnostic testing to the National Reference Centre in Winnipeg.

2. Mission, Vision and Values Update

2.1 SJHH: Anti-Stigma Strategy

The Opening Minds Survey was launched on October 6 and closed on November 3, 2014 as a first step to understand and address stigma around mental health at SJHH. We received 2100 responses and a final report will be available in late November. Next steps in the strategy include an organization-wide anti-stigma branding initiative which will kick off at each campus during the week of November 24th and will feature presentations by our leadership team, and the launch of our Anti-Stigma Promise and Philosophy Statement. We have also launched a new Code of Conduct /Standards of behaviour Policy which aligns with the Anti-Stigma Campaign and supports our goal to reduce stigma around mental health. And finally, planning for the SJHH Anti-Stigma conference taking place in October of 2015 has begun.

2.2 JBG: Reader's Choice Awards

The Hamilton Spectator's Readers' Choice Awards were announced in November 2014 and the St. Joseph's organizations in Hamilton received recognition in both the service and professionals category. St. Joseph's Home Care received a Diamond Award in the Home Health Care category. St. Joseph's Villa Dundas was recognized with a Platinum Award in the Nursing and Long Term Care category. And the St. Joseph's Healthcare Hamilton Hearing Aid Clinic Team received a Gold Award for Hearing Services.

St. Joseph's Healthcare Hamilton physicians also received awards, with Platinum and Diamond awards in the Doctor category both going to St. Joe's Obstetricians Dr. Raj Ramanna and Dr. David Small. In the Psychologist category, two West 5th Campus based professionals were honoured. Dr. Lisa Bourque from the Anxiety Research and Treatment Centre with the Platinum award and Dr. Michele Laliberte from the Outpatient Eating Disorders Program received a Gold award. One of our dermatologists, Dr. Ronald Vender, received a Platinum Award and one of our plastic surgeons, Dr. Achilles Thoma, received a Gold Award.

2.3 SJHH: Healthy Workplace Honoured at Health Achieve 2014

St. Joseph's Healthcare Hamilton was awarded a Quality Healthcare Workplace Silver Award at the Health Achieve 2014 conference. The Quality Healthcare Workplace Awards (QHWAs) are a partnership of the Ontario Hospital Association and the Ministry of Health and Long-Term Care's HealthForceOntario. This progressive improvement framework offers Bronze, Silver, Gold, and Platinum level awards with assessment designed to encourage self-evaluation, learning and improvement. The awards program recognizes organizational efforts to improve healthcare workplaces in ways that contribute to providers' quality of work life and the quality of the care and services they deliver.

2.4 SJHH: Research H.E.L.P

On Tuesday November 4th, SJHH hosted our first Research H.E.L.P session. Research H.E.L.P (Health Enquiry Learning Panel) is a lunch-and-learn session created to provide guidance and support for staff and new researchers who have a research question they would like to explore, or are just interested in how research happens. The first panel consisted of:

- Dr. Mark Crowther, VP Research, St. Joseph's Health System
- Dr. Randi McCabe, Psychologist, Anxiety Treatment and Research Centre
- Dr. Lehana Thabane, Biostatistician
- Ms. Terri Schnurr, Research Coordinator
- Ms. Jean Maragno, Librarian

2.5 SJVD: Trillium Award

St. Joseph's Villa was awarded the 2014 Trillium Award of Excellence, presented at the Mum Show in Gage Park. The Trillium Awards program, formerly called The Hamilton Beautification Awards program, was established in 1956. The program "promotes and encourages community pride through the recognition of excellence in landscape design, maintenance, and effort to beautify properties making a positive contribution to the City."

2.6 SJVD: Grand Opening – Orchid Garden

The Grand Opening of Orchid Garden, the 12 bed Resident Home Area took place on October 23, 2014. The event was successful with more than one hundred guests including Bishop Douglas Crosby, Monsignor Kroetsch, Dr. Kevin Smith, Dr. David Higgins, Honourary Ted McMeekin and Doug and June Barber gathered for this special occasion. Construction on the \$2 Million project began in the winter of 2013. The Ministry of Health and Long Term Care Health Capital Investment Branch approved the beds for occupancy pending addressing a few deficiencies. The projected timeline for completion is December 1st, 2014.

3. Operational Information

3.1 SJHH: West 5th Redevelopment Update

- Successful move and transition of outpatient programs to West 5th this month.
- Completion of Phase 2 work continued through the month of October and included installation of signage, baseball diamond and tennis court.
- The internal road opened on October 30th and transportation garage was turned over on October 30th.
- Work will continue through the month of November on completion of the labyrinth, landscaping, commemorative parks and walkways.
- Decision has been made to retain the existing parking in north parking lot.
- Re-design of storm water management began in October and a revised Site Plan Application will be submitted early January.

3.2 SJHH: Employee Engagement Initiatives

The SJHH Employee Engagement and Medical Professionals Surveys closed on November 18th. The final survey response rates were *55% for our employee group, 34% for our medical professionals group and 53% for our volunteer group*. The final report for both the Employee and Medical Professional's Survey will be presented to Executive Team in January 2015. Following this, reports with 2012 benchmark data will be sent to individual Directors to cascade to Managers. From February to March 2015, the Employee and Organizational Development program will provide sessions for Managers on how to interpret departmental reports and on how to create Employee Engagement Action plans.

3.3 SJHC: Transitional Beds First Place

SJHC has completed the first month of client admissions into the transitional units at First Place and submitted the first month's data to the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN). The program continues to develop and is on track to meet the performance targets. At the moment clients being admitted into the program are inpatients awaiting placement but talks have commenced to expand admission to include emergency department (ED) diversion.