



St. Joseph's Hamilton Joint Boards of Governors

November 2016

Open Agenda Package – Web Version

Mission: Living the Legacy – Compassionate Care.
Faith. Discovery.

Vision: On behalf of those we are privileged to serve, we will: deliver an integrated high quality care experience, pursue and share knowledge, respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

Values: We commit ourselves to demonstrate in all that we undertake, the vision and values that inspired our Founders, the Sisters of St. Joseph. These are: **Dignity, Respect, Service, Justice, Responsibility and Enquiry.**

JBG Values

Justice – for all in need



Definition

Justice is synonymous with such words as fairness, fair-mindedness, even-handedness, and impartiality. In order to be just, one has to be able to serve everyone who needs health care without discriminating against anyone who needs health care.

Behaviours

- Consistency in promoting justice and preventing injustice
- Is fair in practice
- Demonstrate impartiality

St. Joseph's Hamilton Joint Boards of Governors – Open Agenda
Thursday, November 24, 2016
3:30 – 6:00 p.m.

Dofasco Boardroom – 2nd Floor – Juravinski Innovation Tower – T2215

- Elected Members** Mr. Peter Tice (Chair), Mr. Carl Santoni, Mr. Sonny Monzavi, Dr. Mary Guise, Mr. Ray Rocci, Ms. Moira Taylor, Mr. Tony Thoma, Mr. David Tonin, Mr. Adriaan Korstanje, Ms. Lynn McNeil, Mr. Rod Dobson, Mrs. B. Beaudoin, Mrs. C. Olsiak, Dr. C. Byrne.
- Ex-Officio Members** Dr. Julie Lajoie, Ms. Winnie Doyle, Dr. Tom Stewart, Dr. David Higgins, Dr. P. O'Byrne, Dr. Kevin Smith.
- Senior Management Team** Mr. Derrick Bernardo, Mrs. Jane Loncke, Dr. Jack Gauldie.
- Resource** Mrs. Jessica Fry, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Dr. John Fernandes, Mr. Marti Jurmain, Mr. John MacDonald,

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	<i>Opening Prayer and Reflection on JUSTICE</i>		R2	M. Taylor All	
	1.2	<i>Introduction of Guests</i>				
	1.3	<i>Declaration of Conflict of Interest</i>				
	1.4	<i>Approval of Agenda</i>	All JBG Voting Members: THAT THE OPEN AGENDA OF THE NOVEMBER 24, 2016 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE MEETING BE APPROVED	R2	P. Tice	
	1.5	<i>Quality of Care Presentation</i>				
4:10pm	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 27, 2016 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS MEETING BE APPROVED	R2	P. Tice	

Time	Item	Topic	Motion	Values	Lead	Page
	2.2	<i>Governance Mission and Values Committee Minutes and Motions</i>	<u>All JBG Voting Members</u> THAT THE MINUTES OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE MEETING OF NOVEMBER 1, 2016 BE ACCEPTED FOR INFORMATION	R2	S. Monzavi	
	2.2.1	<i>Enterprise Risk Management Update (see ematerials for webexes/PP)</i>				
	2.3	<i>Resource and Audit Committee Minutes and Motions</i>	<u>All JBG Voting Members</u> THAT THE MINUTES OF THE RESOURCE AND AUDIT COMMITTEE MEETING OF NOVEMBER 16, 2016 BE ACCEPTED FOR INFORMATION <u>SJHH Voting Members</u> THAT THE COMMUNITY ACCOUNTABILITY PLANNING SUBMISSION (CAPS) BE APPROVED			
4:20pm	3.0	Quality & Patient Safety				
	3.1	<i>Quality Committee Minutes, Motions and Report</i>	<u>All JBG Voting Members</u> THAT THE MINUTES OF THE QUALITY COMMITTEE MEETING OF NOVEMBER 8, 2016 BE ACCEPTED FOR INFORMATION	S	R. Rocci	
	3.2	<i>Medical Advisory Committee Presentation</i>	<i>Dr. J. Fernandes</i> <i>Chief, Department of Laboratory Medicine</i>	E		
4:30pm	4.0	Reports				
	4.1	<i>Report of Chair</i>		R2	P. Tice	
	4.2	<i>Report of the President and CEO, St. Joseph's Health System</i>		R2	K. Smith	
	4.3	<i>Report of Presidents</i>		R2/S	D. Higgins D. Bernardo J. Loncke	

Time	Item	Topic	Motion	Values	Lead	Page
	4.4	<i>Report of the Chief Nursing Executive</i>		R2/S	W. Doyle	
	4.5	<i>Report of the Vice President Research</i> <i>-Department of Medicine Respirology and Nephrology 2012-2015 Publication Activity and Impact – e-materials</i> <i>-Canada's Top 40 Research Hospitals – e-materials</i>		R2	J. Gauldie	
	4.6	<i>Report of the Chief of Staff</i>		R2	T. Stewart	
	4.7	<i>Report of President, Medical Staff Association</i>		R2	J. Lajoie	
	4.8	<i>Report of the President SJVD Foundation SJHH Foundation</i>		R2	M. Ellis S. Filice- Armenio	
4:50pm	5.0	Information / Education Items				
	5.1 5.2 5.3 5.4	JBG Closed Summary Walkabout Schedule and Council Meeting Schedule OHA Backgrounder – Bill 41 – Patients First Act SJHC Newsletter		R2 / E	P. Tice	
5:00pm	6.0	Adjournment				
	6.1	<i>Motion to adjourn</i>	<u>All JBG Voting Members:</u> THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS MEETING BE ADJOURNED		P. Tice	
	7.0	Break followed by Closed Session				

Committee: St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION Date: October 27, 2016
Called to order at: 1530 hours Adjourned: 1650 hours

St. Joseph's Healthcare Hamilton Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Ms. L. McNeil, Mr. C. Santoni, Mrs. C. Olsiak, Dr. C. Byrne.

St. Joseph's Villa Dundas Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Mr. R. Rocci, Mrs. M. Taylor, Mr. T. Thoma, Mr. R. Dobson.

St. Joseph's Homecare Hamilton Voting Members:

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Dr. M. Guise, Mrs. M. Taylor, Mr. D. Tonin, Mrs. B. Beaudoin.

Location: Dofasco Boardroom – Juravinski Innovation Tower
Present: Mr. P. Tice – Chair, Dr. M. Guise, Mr. A. Korstanje, Mr. R. Dobson, Ms. L. McNeil, Dr. J. Lajoie, Mr. D. Tonin, Dr. T. Stewart, Mr. S. Monzavi, Mr. C. Santoni, Mr. T. Thoma, Mr. R. Rocci, Ms. W. Doyle, Mrs. M. Taylor, Mrs. C. Olsiak, Mrs. B. Beaudoin, Dr. C. Byrne.

Regrets: -

Resource Staff: Dr. D. Higgins, Mrs. J. Fry, Mrs. F. Voogd, Mr. D. Bernardo.


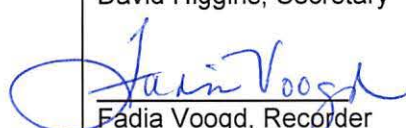
Guests: Dr. M. Soth, Dr. M. McKinnon.

NEXT MEETING November 24, 2016

Subject	Discussion
<p>1. PROTOCOL</p> <p>1.0 CALL TO ORDER</p> <p>1.1 OPENING PRAYER</p> <p>1.2 INTRODUCTION OF GUESTS</p> <p>1.3 DECLARATION OF CONFLICT OF INTEREST</p> <p>1.4 APPROVAL OF AGENDA</p>	<p>The meeting was called to order at 1530 hours by P. Tice.</p> <p>C. Olsiak opened the meeting with a prayer. There was reflection with respect to the value of SERVICE.</p> <p>All invited guests were introduced. Dr. C. Byrne was welcomed to her first meeting as a board member of the JBG.</p> <p>There was no conflict of interest declared.</p> <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>
<p>2. CONSENT AGENDA</p> <p>2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES</p>	<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 SEPTEMBER 29, 2016 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE (OPEN SESSION) BE APPROVED</p>

Subject	Discussion
<p>2.2 GOVERNANCE, MISSION AND VALUES COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> S. Monzavi reviewed the Governance report. <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 4, 2016 BE ACCEPTED FOR INFORMATION</p> <ul style="list-style-type: none"> It was noted that discussion will continue with respect to the recruitment of community based leaders on the Nominating Committee. <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 REVISED TERMS OF REFERENCE OF THE NOMINATING SUB-COMMITTEE BE APPROVED</p>
<p>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> A. Korstanje reviewed the Resource and Audit Report. <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 RESOURCE AND AUDIT COMMITTEE OF OCTOBER 19, 2016 BE ACCEPTED FOR INFORMATION</p> <ul style="list-style-type: none"> A discussion of the methodology component ensued. The JBG expressed a wish for a demonstration of the EPIC project and the functionality, enhancements and potential it would bring particularly when compared to the current system. <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 JBG ENDORSE THE PROPOSED CLINICAL TRANSFORMATION (CT) PROJECT GOVERNANCE STRUCTURE AND CHANGE MANAGEMENT STRATEGY</p>

Subject	Discussion
<p>4.5 REPORT OF THE VICE PRESIDENT RESEARCH</p>	<p>Highlights from Dr. Gauldie's written report included:</p> <ul style="list-style-type: none"> • The latest round of Canadian Institute for Health Research (CIHR) grant competitions was acknowledged. • An independent evaluation service for a comparative and comprehensive assessment of research impact from work carried out in two of SJHH's recognized program was highlighted. • SJHH participated in a very important research projects with McMaster, Public Health Labs and SJHH clinicians infectious disease to characterize the c difficile isolates. A considerable amount of data has been accumulated and is being analyzed. • SJHH continues to participate in the CAHO Research Hospital debate and with the transit to the new IT system within the next two years, SJHH is positioned well to identify our organization as an integral member of a province wide network of research hospitals, intent on specialization, collaboration and facility sharing.
<p>4.5.1. Fighting "PTSD"</p>	<ul style="list-style-type: none"> • M. McKinnon was thanked for her informative presentation on PTSD in the military. Extensive discussion ensued with respect to this issue. • In response to a question, it was noted that large inroads have been realized with respect to the recognition of PTSD and that some soldiers eventually return to active duty. • It was noted that recovery levels are not high, but that innovative treatments are being developed, and it is important to involve patients in their treatment plan moving forward.
<p>4.6 REPORT OF THE CHIEF OF STAFF</p>	<ul style="list-style-type: none"> • An update on the chart completion processed was provided. Chart completion thresholds have been reduced from 20 to 5 and Stage 1 notification letters will be released at 20 days. Stage 2 notifications will be issued at 40 days. • Dr. Chris Hayes has been selected as the new Chief Medical Information Officer at SJHH, effective November 7, 2016. Dr. Hayes is a critical care physician and has a wealth of experience and expertise in quality, Electronic Medical Record (EMR) implementation and patient safety. Dr. Tammy Packer was thanked for her extraordinary contributions during her term as Interim Chief Medical Information Officer. • Various physician recruitments were noted. A Human Resource Plan for the medical staff is currently under development. • A presentation was received at the October MAC on the Integrated Renal Program.
<p>4.7 REPORT OF THE PRESIDENT PROFESSIONAL STAFF ASSOCIATION</p>	<ul style="list-style-type: none"> • The Medical Staff Executive is currently recruiting for a Treasurer of the Medical Staff • The Annual Medical Staff Dinner will be held on Friday, January 13th and all JBG members are invited to attend. • Nominations are currently being received for the Sister Joan O'Sullivan Award.
<p>4.8 REPORT OF PRESIDENT SJVD FOUNDATION</p>	<ul style="list-style-type: none"> • There was no report.

Subject	Discussion
<p>SJHH FOUNDATION</p> <p>5. INFORMATION EDUCATION ITEMS</p> <p>6. OTHER BUSINESS</p> <p>7. ADJOURNMENT</p>	<ul style="list-style-type: none"> • The SJH Foundation Gala will be held on Saturday, November 5th. Tickets are still available and can be obtained by contacting the Foundation Offices. • JBG Closed Summary • JBG Walkabouts/Education Schedule <p>It was noted that there will be further discussion at the Governance, Mission and Values Committee with respect to the issue of diversity on local boards.</p> <ul style="list-style-type: none"> • Article – Diversity on Local Boards <p>There was no further business.</p> <p>THAT THE OPEN SESSION OF THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS BE ADJOURNED</p> <p>_____ Peter Tice, Chair</p> <p> _____ David Higgins, Secretary</p> <p> _____ Fadia Voogd, Recorder</p>

St. Joseph's Hamilton Joint Boards of Governors (JBG)

Summary of October 27th, 2016 Closed Meeting Session

Motions Summary

Recommending Committee	Motion
The Medical Advisory Committee	<p>It was voted that the:</p> <ul style="list-style-type: none"> ▪ Minutes and Recommendations of the September 8th, 2016 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendation(s) on Credentials of the October 6th, 2016 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members). ▪ Recommendations of the Research Committee of the October 6th, 2016 Medical Advisory Committee be approved (St. Joseph Hamilton Joint Boards of Governors – St. Joseph's Healthcare Hamilton Voting Members).

Presentations and Reports to the JBG – Summary

An update was provided on the role of the new Patient Ombudsman in Ontario. Details were provided on the purpose of this role and the procedures to access services from the Patient Ombudsman. Information was also provided on improvements to the internal Patient Relations process at St. Joseph's Healthcare Hamilton.

OPEN REPORT TO THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS
NOVEMBER 2016

1. Environmental Scan

Sub-Regions in the HNHB LHIN

The identification of six sub-regions within the Hamilton Niagara Haldimand Brant LHIN has been shared with the Ministry of Health and Long Term Care for approval, following the LHIN Board's endorsement at its September 28 business meeting. The proposed sub-regions include Burlington, Hamilton, Niagara North West, Niagara, Haldimand Norfolk, and Brant. Further engagement and data is required to support future decisions with respect to the areas of Six Nations of the Grand River and Mississauga of the New Credit First Nation. The proposed sub-region areas, which will enable a planning focus at a mid-level geography, were identified after an extensive data review followed by a series of community engagement sessions.

SJVD: Patient and Family Advisory Council

Ontario is creating a Patient and Family Advisory Council to advise government on health policy priorities that have an impact on patient care and patient experiences in Ontario. The council will involve patients, families, and caregivers in the policy development process, ensuring that their needs and concerns are fully understood, and will help the health system become more responsive, transparent and accountable. Members of the council will be chosen through a public process that includes opportunities to nominate suitable candidates. The development of a Patient and Family Advisory Council is based on feedback received by the government through close collaboration with Health Quality Ontario, and in consultation with many partners in health care, especially patients from across the province.

SJHC: NHB LHIN Community Collaboration Model (CCM)

On October 25, L. Lawson (Director of Community Support Services (CSS)), G. Jassy (Quality Manager), and N. Voogd (Communications Lead) participated in a teleconference with B. Deignan (Advisor, Access to Care, HNHB LHIN) and I. Rostagni (French Language Coordinator, HNHB LHIN) to discuss ways we can address French Language needs for the CCM program (SJHC identified as being able to provide French language service for our clients). We discussed the difficulties in finding French speaking Personal Support Workers (PSWs), who are able to drive. Action plan is that I. Rostagni is going to liaise with French Language PSW College to see if we can work together to attract French speaking PSWs. B. Deignan is going to investigate if there are any financial initiatives through the Ministry to provide French Language courses. A meeting will be scheduled with March of Dimes (who is also designated as providing French Language services) and the LHIN to explore ways we can meet needs of individuals who prefer services in French.

2. Mission, Vision & Values Update

No report this month

3. Planning & Development

SJVD: Hospice Project

We are pleased to announce that we have just received confirmation from the Ministry of Health and Long Term Care through our LHIN, that St. Joseph's Villa has been approved to construct a 6-bed residential hospice on our site. These beds will help serve and meet the demands for "end of life" care in our community. The hospice will be constructed in the upper back portion of the property between the Villa and the Estates building and is to be open by March, 2019.

A special thanks to Sister Anne Anderson, Dr. Kevin Smith and the special donor who spurred this project into fruition. I would also like to thank Dave Bakker and Phil Ciapanna for their work and commitment to the development of the hospice proposal. Also sincere thanks to the St. Joseph's Villa Foundation, for their continued efforts in the fundraising of this special project.

SJHH: World Thrombosis Day at St. Joe's

An information booth was set up at St. Joseph's Charlton Campus on Thursday, October 13th to celebrate World Thrombosis Day. "Thrombosis" is when a blood clot forms inside a blood vessel, which can be harmless, but it can also be very dangerous. Dr. Mark Crowther, Hematologist at St. Joseph's, was present to share information about thrombosis, including risk factors and tips for prevention. Age plays a role and individuals aged 25 years or older are at increased risk of blood clots, and this increases even more after the age of 65 years. CHCH news was on site to interview Dr. Crowther, as shown in the link below.

<http://www.chch.com/world-thrombosis-day-2/>

4. Operational Information

SJVD: Behavioural Supports Ontario (BSO)

St. Joseph's Villa is undertaking an expansion to the Mobile BSO Long Term Care service that they have been providing for the HNHB LHIN for the past 4 years. The program in its development would add 5 to 6 regulated health care workers to the team. The new positions, "Transitional Leads", will support seniors that have been flagged by the CCAC as being at high risk for responsive behaviours on transition to long term care homes. The Transitional Lead will work with the potential residents, family, community care providers, attending physicians, community supports and religious affiliations to develop a transitional plan of care (TCP) that would support their admission to LTC. The Transitional Lead will present the TCP to the receiving LTCH and work alongside the BSO mobile PSW to coach and mentor the LTCH staff up to the residents 6 week post admission conference. The Transitional Lead program is targeted for initiation in January 2017.

SJVD: Community Services Programs

The Community Services programs at the Villa have submitted two grant applications to the New Horizons for Seniors' programs. The first application would see the installation of "Bright Links" technology into adult day program setting. St. Joseph's Villa's Adult Day Program (A.C.T.I.V.E at the Villa) is the largest Adult Day service in our LHIN. "Bright Links" like SMART boards can be used to provide recreational and educational programs to the 72 participants who come to this site each day. Participants range in age from 21 to 100 years of age and attend one of four care specific programs facilitated by a Therapeutic Recreationist. This technology is interactive, allowing clients to manipulate the screens, maps, puzzles and games to stimulate hand eye coordination as well as new learning.

The second application in partnership with St. Joseph's Lifecare in Brantford, Wentworth Lodge, the Alzheimer's Society and Dundas Community Services, if successful would see the training of potentially 200 volunteers over the next 18 months in the Montessori Methods of Dementia care. This best practice in the care of persons with dementia focuses on the past interests and skills of the individual to provide meaningful activity and reduce responsive behaviours, feelings of isolation and boredom. Many LTCH's have enhanced their physical environment to provide Montessori activities and themed settings such as nurseries, movie theatres, laundry folding centers, sports themed areas and many more that stimulate pleasant memories and provided the resident with hands on activities. By training our volunteers we are enhancing their capacity and comfort level working with seniors with dementia and responsive behaviours while supporting the residents' feelings of self-worth and identification.

The SIM Gym has sponsored several successful lunch and learn sessions this summer and fall that are open to the community. Topics selected by participants have included Naturopathy, Depression, Dementia and estate planning; what do I do when I cannot live in my home any longer. These sessions average 25-30 community members attending and are well received.

SJVD: Union Contracts

Please be advised that the ONA contract expired as of March 31, 2014. The CUPE contract expired as of July 31, 2014. For ONA, a date has been set for arbitration on December 15, 2016. The CUPE arbitration date has been set for January 27, 2017.

SJVD: Flu Clinics

The Villa began the flu vaccination clinic on October 31, and continued until November 6. In order to increase the number of staff members who receive the flu vaccination, an incentive has been marketed, where staff members who receive the vaccine will have their name placed into a draw for an opportunity to win "A Day Off with Pay".

SJHC: Dementia Care in the Community Quality Standard Advisory Committee

On October 6, 2016, L. Lawson attended the first meeting of the Advisory Committee at Health Quality Ontario in Toronto. The committee was giving the task of deciding on priority areas (approximately ten) for the development of quality statements that had the highest potential for improvement in the care of individuals living with dementia in the community. Members had a lively and excellent discussion about what is needed to improve care health care outcomes and to provide person-centred care for individuals living with dementia in the community across Ontario. For instance, the need to have comprehensive assessments and on-going monitoring; individualized care plans; and caregiver training and education. The committee will be reconvening in November 2016 via teleconference to further review prioritization groupings and review drafts of quality statements.

SJHC: Internal Newsletter, *SJHC Corner*

The internal newsletter, *SJHC Corner*, was released on November 3, 2016 to all SJHC staff electronically and hard copy, if requested. The newsletter is attached to this report.

SJHH: Relocation of the Pre-Anaesthesia Assessment Unit to West 5th Campus

The Pre-Op Assessment Clinic or Pre-Anaesthesia Assessment Unit (PAAU) has officially relocated to a bright, spacious environment at the West 5th Campus, level 0, Medical Outpatient Department, as of November 3rd. This clinic was previously located in the Marian Wing of the Charlton Campus, a significant distance from the Parking garage and long walk, presenting difficulty for some patients.

Beyond the brand new space, patients having elective surgical procedures who come for a pre-op assessment, will be rewarded with an enhanced patient experience. It was decided more than a year ago that the St. Joseph's PAAU team needed to re-examine its processes through the eyes of the people it serves. Joining forces with the Quality Department, a formal evaluation was launched assessing everything from patient flow in the clinic to the current Information Technology systems. Interviews were conducted, and the data was analysed. A review of the information gathered led to a decision to transform the way care is provided in PAAU.

A number of operational initiatives have already been successfully implemented. Stakeholder feedback has been positive. The final phase of this project took effect November 2, 2016 when the clinic opened its doors at West 5th. We look forward to providing exemplary patient care with a refreshed approach in these new surroundings.

SJHH: Dr. Chris Hayes – Chief Medical Information Officer

Dr. Chris Hayes has been appointed Chief Medical Information Officer for SJHH. This important role has been held by strong team leaders at St. Joe's in the past, an exemplary quality upheld in this current appointment. Chris comes to us with a wealth of experience and expertise in quality, performance, Electronic Medical Record (EMR) implementation and patient safety. He is currently a critical care physician, Medical Director of Quality and Performance, and chair of the Quality of Care committee at St. Michael's Hospital in Toronto. His work on patient safety is long-standing, including serving as medical officer with the Canadian Patient Safety Institute, where he helped to develop and implement the Safe Surgery Saves Lives program www.safesurgerysaveslives.ca. Chris is also an assistant professor at the University of Toronto in the Department of Medicine, and Institute of Health Policy Management and Evaluation. His academic and research interests are connected to improving healthcare quality, patient safety and organizational change and improvement. Chris was awarded a Harkness Fellowship in Healthcare Policy and Practice, and in 2013-14 worked at the Institute for Healthcare Improvement to research high performing healthcare organizations. As a result of that work, Chris is sought after nationally and internationally as an expert on tackling organizational change. His work can be found at www.highlyadoptableQI.com. Chris is a valuable addition to our team at St. Joe's. His stellar record on patient safety, quality, EMR implementation and change management are the ideal combination to lead us through challenging and exciting changes while ensuring that patients, staff and physicians all remain top of mind.

SJHH: Dr. Dan Perri – Medical Director Medication Management and Utilization

Dr. Dan Perri has recently been appointed to the role of Medical Director Medication Management and Utilization at St. Joseph's Healthcare Hamilton. Dan's appointment is based on the advice of an internal search committee and follows the recent announcement of our new Chief Medical Information Officer, Dr. Chris Hayes. As both a pharmacist and physician, Dan brings a wealth of experience and expertise in the safe and effective use of medications. He is currently an internist, critical care physician, and consultant in clinical pharmacology and toxicology. A great deal of Dan's focus will be on enhancing patient care through support of best practices to use available resources most effectively, and quality and safety in utilization of medications, tests and interventions.

Mary Ann Breitigam – Director Facilities Planning and Redevelopment

Mary Ann Breitigam, recipient of the Commitment to Caring Award and the Mission Legacy Award, was recently appointed Director Facilities Planning and Redevelopment. Mary Ann joined St. Joe's in 1974 as an x-ray technologist and worked in various and expanding capacities within the diagnostic imaging

department until 2005 when she was seconded to the Redevelopment Department to lead the planning and design of the new Diagnostic Services Department. The secondment turned into a full time role as Manager Redevelopment where Mary Ann has developed a strong team to lead the facilitation of many diverse Redevelopment projects. In 2014 Mary Ann took on the acting role of Manager Building Services for a number of months and worked to improve the synergies within the two departments. With her skills in process improvement, attention to detail and enhancing staff and patient experience, Mary Ann will excel in this new role.

SJHH: St. Joe's sponsored radio show "Wellness Wednesdays" with Ted Michaels receives award winning recognition

The St. Joseph's Healthcare Hamilton sponsored radio show, "Wellness Wednesdays," hosted by Ted Michaels on 900AM CHML has received awards from The Canadian Alliance on Mental Illness and Mental Health, the Canadian Mental Health Association of Ontario, and the Canadian Association for Suicide Prevention (CASP). For more details on these awards, please see the link below: <http://www.stjoes.ca/news-events/news/~1711-St-Joe-s-sponsored-radio-show-Wellness-Wednesdays-with-Ted-Michaels-receives-award-winning-recognition>

SJHH: Christmas Celebration at St. Joe's

This year's Christmas Celebration at St. Joe's will include a traditional Christmas tree lighting ceremony at all 3 sites for our staff, patients and visitors to enjoy. We will be inviting choirs from local churches and schools to join, as well as showing our in house choir and musical talent. Tea, coffee and cookies will be served and staff who are organizing a charitable Christmas event will be invited to set up small booths to encourage awareness and participation in SJHH giving.