



St. Joseph's Hamilton Joint Boards of Governors

January 2017

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

Respect – Mind, Body & Spirit of the Whole Person



Definition

Places high emphasis on the well being and quality of life by responding to the needs of the whole person: body, mind and spirit. Appreciates the viewpoint and circumstances of others and recognizing the value of the individual

Behaviours

- Provides positive interpersonal relations
- Is focused on the quality of life
- Is concerned with diversity

St. Joseph's Hamilton Joint Boards of Governors – Open Agenda
Thursday, January 26, 2017
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. Anil Kapoor, Ms. Winnie Doyle, Dr. Tom Stewart, Dr. David Higgins, Dr. P. O'Byrne, Dr. Kevin Smith.
- Senior Management Team** Mr. Derrick Bernardo, Dr. Carolyn Gosse, Dr. Jack Gaudie.
- Resource** Mrs. Jessica Fry, Mrs. Fadia Voogd, Ms. Sera Filice-Armenio, Ms. Maureen Ellis.
- Guest(s)** Ms. Bunny Alexander, Mr. Ken Kawall, Mr. Fred Burke, Dr. James Douketis.

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

Time	Item	Topic	Motion	Values	Lead	Page
3:35pm	1.0	Call to Order				
	1.1	<i>Opening Prayer and Reflection on RESPECT</i>		R2	S. Monzavi All	
	1.2	<i>Introduction of Guests</i>				
	1.3	<i>Declaration of Conflict of Interest</i>				
	1.4	<i>Approval of Agenda</i>	<u>All JBG Voting Members:</u> THAT THE OPEN AGENDA OF THE JANUARY 26, 2017 ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS COMMITTEE MEETING BE APPROVED	R2	P. Tice	
3:55pm	2.0	Consent Agenda				
	2.1	<i>Approval of St. Joseph's Hamilton Joint Boards of Governors Open Minutes</i>	<u>All JBG Voting Members:</u> THAT THE OPEN MINUTES OF THE DECEMBER 22, 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> THERE WAS NO MEETING OF THE GOVERNANCE, MISSION AND VALUES COMMITTEE THIS MONTH	R2	S. Monzavi	
	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 JANUARY 18, 2017 BE ACCEPTED FOR INFORMATION <u>SJHH Voting Members</u> THAT THE FISCAL 2017/18 OPERATING BUDGET STRATEGIES TO CREATE A BALANCED HOSPITAL ANNUAL PLANNING SUBMISSION BE APPROVED			
4:00pm	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 JANUARY 10, 2017 BE ACCEPTED FOR INFORMATION	S	R. Rocci	
4:15pm	4.0	Medical Advisory Committee Presentation				
	4.1	Department of Medicine – Dr. A. Ingram Chief/Dr. J. Krepinsky Presenter				

Time	Item	Topic	Motion	Values	Lead	Page
4:30pm	5.0	Reports				
	5.1	<i>Report of Chair</i>		R2	P. Tice	
	5.2	<i>Report of the President and CEO, St. Joseph's Health System</i>		R2	K. Smith	
	5.3	<i>Report of Presidents</i>		R2/S	D. Higgins D. Bernardo C. Gosse	
	5.4	<i>Report of the Chief Nursing Executive</i>		R2/S	W. Doyle	
	5.5	<i>Report of the Vice President Research</i>		R2	J. Gauldie	
	5.5.1	<i>Webex – SJHH Periop Anticoagulant, Antiplatelet and Bridging Clinic – An Overview</i>			J. Douketis	
	5.6	<i>Report of the Chief of Staff</i>		R2	T. Stewart	
	5.7	<i>Report of President, Medical Staff Association</i>		R2	J. Lajoie	
	5.8	<i>Report of the President SJVD Foundation SJHH Foundation</i>		R2	M. Ellis S. Filice-Armenio	
4:50pm	6.0	Information / Education Items				
	6.1	Executive Visit Schedule		R2 / E	P. Tice	
	6.2	OHA – Letter re: Health System Capacity Pressures				
4:50pm	7.0	Adjournment				
	7.1	<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	
4:50pm	8.0	Break followed by Closed Session				

Committee: **St. Joseph's Hamilton Joint Boards of Governors – OPEN SESSION** Date: December 22, 2016
Called to order at: 1530 hours Adjourned: 1630 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:

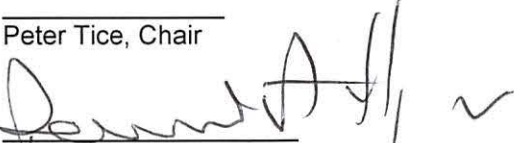

Mr. P. Tice, Mr. S. Monzavi, Mr. A. Korstanje, Dr. M. Guise, Mrs. M. Taylor, Mr. D. Tonin, Mrs. B. Beaudoin.

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, Mrs. M. Taylor, Mrs. C. Olsiak, Mrs. B. Beaudoin, Dr. C. Byrne, Dr. P. O'Byrne, Dr. K. Smith.
Regrets: Ms. W. Doyle.
Resource Staff: Dr. D. Higgins, Mrs. J. Fry, Mrs. F. Voogd, Mr. D. Bernardo, Dr. C. Gosse, Mrs. S. Filice-Armenio.
Guests:
NEXT MEETING January 26, 2017

Subject	Discussion
1. PROTOCOL	
1.0 CALL TO ORDER	The meeting was called to order at 1530 hours by P. Tice.
1.1 OPENING PRAYER	L. McNeil opened the meeting with a prayer. There was reflection with respect to the value of DIGNITY. D. Higgins shared a story related to the quick action of four staff in averting what could have been a potentially serious patient harm outcome.
1.2 INTRODUCTION OF GUESTS	All invited guests were introduced.
1.3 DECLARATION OF CONFLICT OF INTEREST	There was no conflict of interest declared.
1.4 APPROVAL OF AGENDA	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</p> <p>THAT THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS AGENDA BE APPROVED AS CIRCULATED</p>
2. CONSENT AGENDA	
2.1 APPROVAL OF ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS OPEN MINUTES	<p style="text-align: center;"><u>All JBG Voting Members</u></p> <p>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</p> <p>THAT THE MINUTES OF THE NOVEMBER 24, 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"> • There was no further discussion. <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 DECEMBER 6, 2016 BE ACCEPTED FOR INFORMATION</p>
<p>2.3 RESOURCE AND AUDIT COMMITTEE MINUTES AND MOTIONS</p>	<ul style="list-style-type: none"> • There was no further discussion. <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 DECEMBER 21, 2016 BE ACCEPTED FOR INFORMATION</p> <ul style="list-style-type: none"> • In response to a question, it was noted that the need for funding of capital repairs are addressed on an ongoing basis. <p style="text-align: center;"><u>SJVD Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE 2017 INTERNAL OPERATING BUDGET FOR ST. JOSEPH'S VILLA DUNDAS BE APPROVED</p> <p style="text-align: center;"><u>SJHC Voting Members</u></p> <p><i>ON MOTION DULY MADE AND SECONDED THE FOLLOWING RESOLUTION WAS PASSED:</i></p> <p>THAT THE COMMUNITY ANNUAL PLANNING SUBMISSION (CAPS) FOR ST. JOSEPH'S HOME CARE BE APPROVED</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 related to a patient who presented at admission to hospital with abdominal pain was relayed. As a result of this case, a number of changes have been made to hospital processes, including the implementation of three new policies – 1) Escalation Policy 2) Early Warning Score and 3) Pain Management Policy. • Webex presentations on the quality report for surgery, patient engagement strategy and CIHI hospital harm were overviewed. • Discussion occurred with respect to staff/physician training on emotional intelligence. Extensive discussion ensued with respect to professionalism and training of physicians. It was noted that professionalism is emphasized from the moment students enter the undergraduate medical education program.

Subject	Discussion
<p>4. REPORTS</p> <p>4.1 REPORT OF CHAIR</p> <p>4.2 REPORT OF PRESIDENT AND CEO, ST. JOSEPH'S HEALTH SYSTEM</p> <p>4.3 REPORT OF PRESIDENTS</p> <p>4.4 REPORT OF THE CHIEF NURSING OFFICER</p> <p>4.5 REPORT OF THE VICE PRESIDENT RESEARCH</p> <p>4.6 REPORT OF THE CHIEF OF STAFF</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 QUALITY COMMITTEE OF DECEMBER 13, 2016 BE ACCEPTED FOR INFORMATION</p> <ul style="list-style-type: none"> • P. Tice thanked J. Lajoie, outgoing President of the Medical Staff Association, for her many contributions during her time on the JBG. • P. Tice welcomed C. Gosse to her first meeting as President, St. Joseph's Home Care. • Four members of the JBG will be in attendance at the January Niagara Health System Board (NHS) meeting. • P. Tice attended the NHS Governance Retreat on January 13th. A. Corbett gave a presentation on collaborative governance. • P. Tice and other JBG members attended the Research Institute Board Meeting on November 28th. • The launch of the Dovetale project, which occurred on December 1st, was very well received. <ul style="list-style-type: none"> • An update on government relations at both the Federal and Provincial level was provided. • Election platforms are beginning to be formed as the Provincial Election nears. • An Integrated Comprehensive Care bundled funding roundtable was held last week. <ul style="list-style-type: none"> • There will be a need to review any surge capacity issues with respect to the implementation of the IT system. • Extensive discussion related to commercialization/partnerships with respect to funding and intellectual property occurred. <p>ACTION: A PRESENTATION ON INTELLECTUAL PROPERTY WILL BE BROUGHT FORWARD TO THE JBG AT A LATER DATE</p> <ul style="list-style-type: none"> • On January 11th, SJHH will welcome the Advisory Board International Global Centre for Nursing Executives for an onsite workshop titled "Elevating the Patient Experience: Advancing Person Centered Care". The workshop will discuss how health care leaders from around the world are facing an era of rising expectations from the government, the public and other stakeholders as to the quality and overall experience provided to patients and their families. <ul style="list-style-type: none"> • There was no report. <ul style="list-style-type: none"> • An update was provided on the chart completion initiative and quality process initiatives. • An update on physician recruitment was provided. • An update on the quality process was provided • A new format for Medical Advisory Committee presentations will begin in January. • An update related to activities related to our partnership with NHS and McMaster was provided.

Subject	Discussion
<p>4.7 REPORT OF THE PRESIDENT PROFESSIONAL STAFF ASSOCIATION</p>	<ul style="list-style-type: none"> • J. Lajoie thanked all JBG members for their support during her term as President of the Medical Staff Association.
<p>4.8 REPORT OF PRESIDENT</p>	
<p>SJVD FOUNDATION</p>	<ul style="list-style-type: none"> • There was no report.
<p>SJHH FOUNDATION</p>	<ul style="list-style-type: none"> • The Opening of the Centre for Interventional Radiology and Oncology (CIRO) will be held on January 9th. All JBG members are invited to attend this important opening.
<p>5. INFORMATION EDUCATION ITEMS</p>	<ul style="list-style-type: none"> • JBG Closed Summary • JBG Walkabouts/Education Schedule • 2017 Schedule of Upcoming Events
<p>6. OTHER BUSINESS</p>	<p>There was no further business.</p>
<p>7. ADJOURNMENT</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>

OPEN REPORT TO THE ST. JOSEPH'S HAMILTON JOINT BOARDS OF GOVERNORS
JANUARY 2017

1. Environmental Scan

SJHH: Boris Family Centre for Interventional Radiology & Oncology

On Monday, January 9, St. Joseph's Healthcare Hamilton celebrated the official opening of the newly redeveloped Boris Family Centre for Interventional Radiology & Oncology thanks to a remarkable \$3.2 million gift from the Boris Family (founders of Mountain Cablevision). The Centre is now home to a state-of-the-art Angiography Suite where each and every patient at St. Joe's in need of interventional radiology care will have access to reliable, centralized and leading-edge diagnostic and treatment procedures.

Interventional radiology and oncology offers minimally-invasive, image-guided procedures to diagnose and treat illnesses at the same time. For example, this means that a chronic kidney disease patient who needs a new dialysis fistula is supported, cancerous tumours are identified and reduced at the site, patients with septic shock have the infection treated at the source, blood clots are dissolved, and the bleeding is stopped for a new mother who is hemorrhaging after a caesarian section. And it is all done with only "pin-hole" incisions and without undergoing open surgery.

The interventional radiology team at St. Joe's performs approximately 4,000 procedures a year. Running 24 hours a day, seven days a week, the program is vital to the care St. Joe's provides to the community. Compared to the surgical alternative, minimally-invasive interventional radiology provides a reduction in complications and mortality rates and a reduced length of hospital stay, which leads to better results for the patient.

Ms. Sera Filice-Armenio, president and CEO of St. Joseph's Healthcare Foundation shared, "we are moved by the tremendous acts of generosity our community bestows upon us. Once again, the Boris Family has ensured our community continues to receive the high level of care we are known for and at the same time allowed us to continue to push the boundaries of healthcare. We are truly grateful and our community is healthier for it."

SJHH: In-bed cycling may help ICU patients to recover faster

Early bicycle exercise during their stay in a hospital intensive care unit (ICU) may help some patients recover more quickly. Researchers at St. Joseph's Healthcare Hamilton and McMaster University have demonstrated that physiotherapists can safely start in-bed cycling sessions with critically ill, mechanically ventilated patients early on in their ICU stay.

"People may think that ICU patients are too sick for physical activity, but we know that if patients start in-bed cycling two weeks into their ICU stay, they will walk farther at hospital discharge," says the study's lead author Michelle Kho, an assistant professor with the School of Rehabilitation Science at McMaster University and physiotherapist at St. Joseph's Healthcare Hamilton.

“Our TryCYCLE study builds on this previous work and finds it is safe and feasible to systematically start in-bed cycling within the first four days of mechanical ventilation and continue throughout a patient’s ICU stay.”

By strengthening their muscles and overall health, patients may go home sooner, stronger and happier. This not only benefits the patient, but could alleviate the high cost of critical care for the health care system. TryCYCLE is the first of a series of studies that will determine the effects of early in-bed cycling with critically ill patients. Learn more about this story from [CTV News](#) and [CBC News](#).

2. Mission, Vision & Values Update

SJHH: St. Joe’s Welcomes Hamilton’s First Baby of 2017

St. Joseph’s Healthcare Hamilton proudly announces that the City of Hamilton’s first baby born in 2017 was delivered at the Charlton Campus. A baby boy, named Kriansh Ghimirey, was born Sunday, January 1st, 2017 at 1:15 a.m. weighing in at 7 lbs 2 oz. Mother Hari Osti and father Khagendra Ghimirey are doing well and very excited about the special addition to their family as this is their first child. When asked if they suspected their son would be Hamilton’s first baby of 2017 Hari said “No, we never expected that at all as Kriansh was actually due December 21st. But we patiently waited and this was quite a lovely surprise!” The new family has settled in nicely in the SJHH cozy Celebration of Life Suite, which has been graciously donated by the St. Joe’s Foundation on the Mother Baby Unit while enjoying a lovely gift basket with items generously donated by ‘Kushies’ and the St. Joe’s Gift Shop.

SJHC: Christmas Celebrations

Over 40 of our Community Support Services (CSS) clients, who have limited finances and family support received gifts from the Santa Senior’s Project sponsored by the Hamilton Academy of Medicine. Our clients have been receiving this service for over 20 years.

Christmas gatherings were held for clients in Gwen Lee, Wellington Terrace and First Place Retirement Home. Pictures and stories will be following in the next issue of SJHC Corner (internal newsletter).

3. Planning & Development

SJHH: Dovetale Direction Setting Sessions

St. Joseph’s Healthcare Hamilton is currently in Phase 1 of the Dovetale project which runs from September 2016 to January 2017. A major part of this phase includes multiple directions setting sessions for clinical and non-clinical work flows spanning the entire hospital. Direction Setting is an Epic term used to describe the process of Dovetailing how we currently work at St. Joseph’s with the new solution to determine how we will work in the future. Hundreds of front line staff, Managers, Directors and Physicians were provided with the opportunity to shape the solution to meet our specific St. Joseph’s needs while pushing us forward to use best practices and new processes. During these sessions which ran from Jan 9-11th and Jan 18-20th our Epic partners were on site to lead these sessions which proposed new ways to work based on our current processes, best practices and how other leading academic organizations are already using Epic. The graphic below shows the phases of Dovetale implementation between September 2016 to ‘Go Live’ on December 2nd, 2017.



SJHH: Funding to develop new mental health program

The Ontario Ministries of Community Safety and Correctional Services and Ministry of Health and Long Term Care announced funding for the development of two pilot programs to provide specialty psychiatric beds for acutely ill inmates who have needs that are too complex for general hospitals. We are pleased to announce that St. Joseph's Healthcare Hamilton has been selected as one of two provincial facilities.

While the details have yet to be worked out, we know that we have four beds for this service. Patients will be those with severe mental illness who are currently incarcerated in correctional facilities. They will receive treatment and return to those facilities.

St. Joseph's Mental Health and Addiction Program (MHAP) was chosen because we already treat and have the expertise in this patient population. We will be working closely with all sectors to ensure the appropriate care and safety in design of the program for best treatment for patients and safety of our staff.

We are pleased that the Ministries have chosen to take this progressive move to reduce the number of individuals with mental illness in correctional facilities who are not receiving treatment, but who will now have the opportunity within a facility that specializes in mental health care for this population. St. Joseph's MHAP leaders will be working with the Ministry of Health and Ministry of Correctional Services to work out the clinical details of this service. We will be developing the model in collaboration with the forensic team.

SJHC: Bayshore Healthcare Strategic Partnership

December 6, 2016 – A SJHC Town Hall occurred for Dr. D. Higgins and B. Guest to provide an update to staff regarding the strategic partnership with Bayshore Healthcare

An email was sent out December 6 and 7, 2016 to internal staff and external partners announcing the new changes in leadership and a confirmation that SJHC and Bayshore will moving forward in a strategic partnership, leading to the next phase. J. Loncke was thanked for her dedication and passion for SJHC and being a large part of SJHC's success. It was announced on December 6, 2016 that Dr. C. Gosse is the new Vice-President, St. Joseph's Health System responsible for integrated health initiatives, and will assume the role as President, St. Joseph's Home Care as a permanent role, effective immediately. It was also announced that Area Director from Bayshore, A. Fitches, will be assuming the role as Senior Director at SJHC. A. Fitches reports to C. Gosse as St. Joseph's Health System (SJHS) and Bayshore Healthcare develops an operating plan designed to bring our organizations more closely together, enhance our operations, and create new opportunities. This plan will be presented to the JBG in March 2017.

SJVD Hospice Update

Project meetings continue and a business and funding plan re: costing will be presented to the JBG Finance and Audit Committee in February. Currently, the land feasibility study continues and potential building layout options continue to be discussed. The leadership team will be undertaking a variety of educational opportunities re: hospice palliative care.

SJVD Hospice Update - Mandate Letter to Parliamentary Assistants Released

On December 30, 2016, the provincial government released the mandate letters to parliamentary assistants from cabinet ministers. This follows the September release of Premier Wynne's mandate letters to cabinet ministers.

A summary of the mandate letter to John Fraser, PA to Eric Hoskins, Minister of Health and Long-Term Care outlines his responsibilities as follows:

- Improving access to hospice and palliative in the community through a \$75 million investment by:
 - Increasing hospice capacity
 - Strengthening caregiver and family supports
 - Expanding support for home hospice volunteer services
 - Align with home and community care sector to develop training, resources and tools to support caregivers
- Lead the promotion of community wellness and healthy living
- Engage health system leaders to explore opportunities for efficiencies

SJVD Hospice Update - The Province Funds \$1M Annually to Support Volunteerism in Hospices

There is an estimated 1500 hours of volunteer time accumulated monthly in hospices. These hours include: 386 hours to reception, 733 hours to residence, 162 hours to day programs and 40 hours to gardening. Other areas where volunteers make a positive difference include: cleaning, cooking/baking, training, special event setup and education.

The article in the Ottawa Citizen, reports that the Province will be adding additional dollars in the amount of \$1M. These funds are expected to be forwarded to the CCAC to support their current volunteer program for hospices. Discussions have taken place to implement a volunteer program the utilizes both CCAC and SJV volunteers.

Please note, the ongoing operations for a hospice is heavily reliant on community volunteers.

<http://ottawacitizen.com/health/seniors/ontario-beefs-up-funding-to-train-palliative-care-volunteers>

4. Operational Information

SJHH: Patient Flow Pressures

SJHH experienced significant flow pressures over the last weeks of December and early January as a significant rise in influenza cases were experienced across our community. Despite these intense pressures across our organization, we are continuing to meet the needs of the sick and vulnerable. The challenges we've witnessed are being duplicated in hospitals across the province as more cases of influenza emerge.

The SJHH leadership team would like to extend our gratitude for the outstanding efforts in safely managing the pressures we experienced over the months of December and January. While we cannot predict the outcome of this flu season, we are heartened to see our staff perform above and beyond.

SJHH: Announcement – Deputy Chief Financial Officer

It is with mixed emotions that SJHH announces that Sharmilla Rasheed, Deputy Chief Financial Officer will be departing SJHH to take the role of Vice President Financial and Information Services for St. Joseph's Health Centre Guelph.

Sharmilla joined SJHH in March of 2014 as our Deputy Chief Financial Officer and has tackled many complex issues during her time in Hamilton. Her leadership has been pivotal in supporting our hospital through a multi-year negotiation process with the Ministry of Health and Long Term Care for incremental Post Construction Operating Plan Funding. Sharmilla also lead our in-depth Journey to Fiscal Sustainability process to balance the operating budget over two fiscal years realigning our resources to eliminate our structural operating deficit.

Sharmilla's intelligence and initiative will be sincerely missed. However, we are fortunate to be keeping her within our St. Joseph's Health System family. A farewell celebration was held mid-January and Sharmilla's last day was on January 20th 2017. Please join me in wishing Sharmilla well in her new role. SJHH will begin the process to hire a new Deputy CFO in the New Year.

SJHC: Quality Update

G. Jassy, Quality Manager, is currently working on finalizing the 2017/18 Quality Improvement Plan, which will be presented to the Quality Committee of the JBG on January 10, 2017.

Accreditation: SJHC to complete Corporate Plan for Engagement (Work-Life Pulse survey) and begin implementation. Separate plans will be implemented in Home Care Services and Community Support Services.

SJVD: Long Term Care Update - Behavioural Supports Ontario (BSO)

Further to the last report, recruitment process for the Transitional Lead position continues. As previously mentioned, the role of these positions will be to enhance the Mobile BSO service currently provided within the HHNB LHIN. The positions are anticipated to start by March/April 2017.

SJVD: Long Term Care Update - Mock Resident Quality Inspection

The Villa's "Mock Resident Quality Inspection" (RQI) is scheduled for early February. Staff representatives from St. Joseph's Lifecare Centre Brantford, and St. Joseph's Health Centre Guelph will come unannounced to the Villa as Ministry Compliance Inspectors to perform a "Resident Quality Inspection". The "Mock RQI" is performed amongst the three SJHS long-term care homes in preparation for the Ministry's Annual Inspection.

SJVD: Long Term Care Update - Flu Shot Update

For the 2016 year, the number of flu vaccinations amongst SJV staff members has increased from 67% to 72%. The number of SJV residents who receive the vaccination has remained the same at 84%. A staff incentive was implemented, whereby, staff members who received the vaccination, would have their names placed into a draw where they could win a "day off with pay".

SJVD: Eldercare Update - Eldercare Initiative - Senior Friendly Hospital Emergency Room Departments

Meetings continue with the Senior Friendly Task Group and the St. Joseph's Hospital emergency room department is scheduled to be audited January 20, 2017.

SJVD: Long Term Care Update - Ministry Announces Proposed Changes to Enforcement Powers

The Ministry of Health and Long-Term Care announced its intention to enhance the enforcement powers under the *Long-Term Care Homes Act, 2007* (LTCHA), and its Regulation. This direction is consistent with the Ministry's broader strategy to respond to concerns leveled by the Auditor General that its compliance program was not effectively responding to risk, particularly the risk related to repeat non-compliances where an order is being re-issued. While the overwhelming majority of LTC homes operate in compliance, the additional enforcement options will better equip the Ministry to respond to the small percentage of homes that consistently remain non-compliant.

While specifics remain confidential, the following information outlines what the proposal seeks to introduce:

- Re-inspection fees and financial sanctions.
- A new offence to the current offence provisions, potentially an offence of failure to protect - this offence would have a high standard attached to it (e.g. making late reports would not be sufficient to apply this penalty).
- Directive powers that would allow the Ministry to issue directives to the entire sector (as opposed to a home and/or its board). As an example, the Minister could direct the sector to adopt a best practice. These sector-wide directives could be publicly posted.
- Provisions that mean both the Minister and the Director under the LTCHA can suspend an operator's license and order interim management.

The Ministry intends to introduce the required changes to the LTCHA and its Regulation in the upcoming spring.