



## Kevin's Column

The Fall is continually a period of significant activity here at St. Joseph's Healthcare.

This month, SJHH will be participating in a Cultural Audit. This survey, a follow-up to our 2006 Cultural Audit, will be conducted under the guidance of the Baptist Health Care Leadership Institute - an organization that has spent years creating, implementing and refining initiatives focused on achieving exceptional levels of patient, physician and employee satisfaction and sustaining service excellence.

This year's study will help us gauge improvements we've made since you originally completed the survey in 2006 and areas for continued improvement. As in the past, we are committed to sharing all of the results of this survey with staff and physicians.

I encourage each of you to take this opportunity to provide your feedback and help shape the future direction of St. Joseph's Healthcare Hamilton. Your participation in this survey will also help

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## Your input matters!

**Staff participation in the SJHH Cultural Survey will help shape our future**

*By Vera Dodds, Service Excellence Coordinator, SJHH*

St. Joseph's Healthcare Hamilton is on a mission to achieve a culture of service and operational excellence - an environment of true collaboration and excitement. To help us to reach this goal, we must periodically measure various aspects of the culture at SJHH.

In 2006, St. Joseph's Healthcare conducted the hospital's first staff Cultural Survey in an effort to gather feedback from all staff about what they liked and disliked about working at SJHH.

The results from this survey were taken very seriously and ultimately used to create the St. Joseph's Healthcare Service Excellence Program.

Once again, SJHH will be conducting a staff Cultural Survey and will be asking for your feedback. Not only will the results help shape the future of our hospital, they will establish a baseline that will assist us in measuring our successes in the future. This survey will help us to ensure that the legacy entrusted to us by our founders, the Sisters of St. Joseph of Hamilton, continues in our daily work.

Our second Cultural Survey

will take place from **November 17th to December 5th**. The survey is strictly confidential and should take approximately 10 minutes to complete. The Survey is being conducted with assistance from the Baptist Health Care Leadership Institute, who will analyze and provide us with summary results. These results will be made available to staff in January 2009.

Your feedback is important!!!

There are three ways you could complete the survey:

### **ONLINE:**

1. There will be a designated computer station in your unit/department. Be sure to ask your manager where it is located.

2. Computer kiosks will be located in the cafeteria and main lobby for completion of the survey.

### **PAPER:**

3. Paper copies will also be made available to staff and can be obtained from your manager. After completion, be sure to place it in the drop box located in the main lobby



or cafeteria.

Be sure to get a raffle ticket from your manager after completing the survey to be eligible to win:

- One of two prizes of 1 day PAID vacation time
- A Nintendo Wii
- One of three prizes of 4 mths FREE parking (any campus)
- One of three pairs of tickets to a Hamilton Bulldogs game
- One of three prizes of a pair of Famous Players movie passes (\$20 value)
- One of six \$10 Tim Horton's gift cards
- A \$100 Limeridge Mall gift card
- One of two Kelsey's gift cards (\$50 value)
- A \$100 HomeSense gift card
- A pair of tickets for Theatre Aquarius

To get a raffle ticket, staff members will need to show

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# Mission on the Move

A regular update on recent achievements and progress to date in our Corporate and Clinical Attention Areas.



## RESOURCE MANAGEMENT

For more than 30 years our Mission has affirmed that we are committed to using our resources responsibly and protecting the environment. This year more than 40 volunteers have joined the St. Joseph's Healthcare Green Team and as a result of their efforts, the Strategic Plan goal for Resource Management has been bolstered with an important new set of Green goals. So far, SJHH has begun retrofitting lights, buying efficient new boilers, cooking local food in our cafeteria, carpooling, and putting recycling bins into our lobbies.

## SERVICE EXCELLENCE

The Service Excellence program was developed in 2006 as a result from feedback obtained from the Staff Cultural Audit conducted in 2006. It was also created to ensure the legacy of the Sisters of St. Joseph of Hamilton lives on at SJHH.

The Service Excellence program is currently being launched in all units and departments to ensure all staff are familiar with the program. Staff and managers have shown great commitment to the Service Excellence education launch sessions and since August, 95 sessions have taken place with participation from over 1500 staff. Sessions are set to continue until the end of November.

As a component of these sessions, all staff have the opportunity to view the *Legacy* video to learn about the legacy of dignity and respect entrusted to us by the Sisters of St. Joseph of Hamilton.



## Honouring those who have left an indelible imprint on St. Joseph's Healthcare

The Sisters of St. Joseph of Hamilton Mission Legacy Awards are the highest awards bestowed by our organization and recognize key individuals who have contributed in an exceptional manner to the healthcare ministry of the Sisters of St. Joseph of Hamilton; St. Joseph's Healthcare Hamilton, St. Joseph's Health System and St. Joseph's Resource Development System.

These awards provide a tangible way to recognize and annually celebrate our history and honour those who have made great contributions to the healthcare ministry of the Sisters of St. Joseph at SJHH, and who have ultimately left a permanent imprint on our organization.

Among those recognized for these awards are some of the Sisters of St. Joseph of Hamilton and current and past SJHH physicians, employees and Board members whose names are displayed on a permanent recognition wall in the front lobby of the Juravinski Innovation Tower.

### **Mission Legacy Awards 2008 Recipients:**

**Mr. Chris Chovaz, Sister Marina Flaherty, Dr. James Galloway, Ms. Linda Haslam-Stroud, Ms. Julie Holmes, Ms. Anne Howe, Father Kyran Kennedy, Ms. Jane Loncke, Ms. Mary-Lou Martin, Dr. James Osbaldeston, Dr. Stewart Pugsley, Mr. Dennis Rudd, Judge Gordon Sullivan, Mr. Mike Tracey**



## PAC holds inaugural Health Professionals Awards of Excellence

One of the primary objectives of the SJHH Professional Advisory Committee (PAC) is to promote excellence in professional practice.

To recognize, acknowledge and celebrate the contributions of our health professionals to the mission of St. Joseph's Healthcare, the PAC developed the Health Professionals Excellence in Practice Awards. These

awards were defined based on the pillars of professional practice -- clinical service, research, teaching, innovation in professional practice and leadership in professional practice.

The inaugural awards ceremony was held on October 28th at the Mountain campus.

Congratulations to all of the nominees and recipients.



**Recipients pictured from L to R are:** Jennifer Lee (of Pharmacy Residency Program) - Team Teaching Award of Excellence; Safia Rajan - Individual Innovation in Professional Practice Award of Excellence; Dr. David Higgins - Champion of Professional Practice Award; Cynthia Chhina - Individual Teaching Award of Excellence; Mary-Lou Martin - Individual Research Award of Excellence; Jane Loncke - Individual Leadership in Professional Practice Award of Excellence; Mary McDonald - Individual Clinical Service Award of Excellence; Candace Riexinger, Martha Loewen, Terry Eede and Rita Mobarak (of Homes for Special Care Program) - Team Clinical Service Award of Excellence

**Not pictured:** Anna Bernardo (HSC); AnnaLisa Athaide, Cathy Burger, Karen Davis, Julia Groenestege, Alice Huh, Jean-Lee Roo, Carmine Nieuwstraten, Katrina Stasik, and Christine Wallace (Pharmacy Residency Program)

## Thank you

On Friday, October 3, 2008, St. Joseph's Healthcare Hamilton officially declared the C. difficile outbreak at our Charlton campus over. On behalf of the Board of Trustees, Senior Executive, and Outbreak Management Team a special thank you to all staff for your hardwork and vigilance throughout this outbreak. We appreciate both your on-going commitment and dedicated adherence to the infection prevention and control measures implemented to address this outbreak.

## Cultural Audit

*Cont'd from Pg. 1*

their manager confirmation that the survey was completed. If you complete the survey online, show the printout confirmation to your manager and if you complete a paper copy, show the paper copy to them.

Staff will receive two raffle tickets if the survey is completed in the first week and only one ticket will be provided if the survey is completed the survey in the second or third week. Additional tickets will be provided to each staff member in the entire unit/department completes the survey. Place the raffle ticket into a ballot box located in the main lobby and cafeteria at each campus.

If you have any questions, please contact Azra Dhalla, MBA Admin. Resident at ext. 35946 or Vera Dodds, Service Excellence Coordinator at ext. 33983.

## Living the Mission

*A spotlight on staff, physicians and volunteers who demonstrate the SJHH mission in action.*

*I just want to compliment the staff in CT. I recently had to take my mom in for a CT scan at St Joe's and it was a very positive experience!*

*We first encountered Betty, the nurse doing the IV (and I hope that I remembered her name correctly). She was very professional, efficient and the best IV start my mom had in the last two years. I even offered her a job. We then had Julie do the CT scan and she was very pleasant as well. I was very impressed with the service and with your facility.*

*You are doing a great job to have such dedicated and professional staff.*

*Ellen*

*Diagnostic Imaging Manager, Sick Kids Hospital - Toronto*

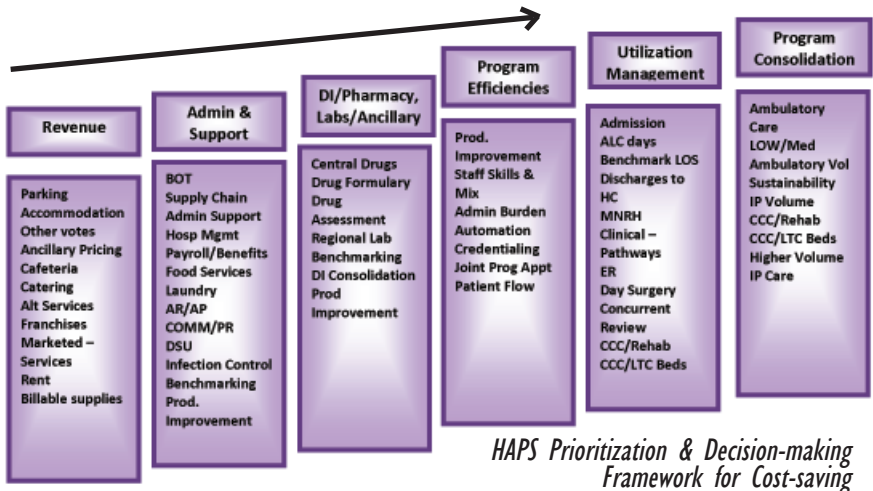
# Q & A

## ...on St. Joseph's Healthcare Hamilton's Financial Health 2009/10

As concerns grow across Canada about the increasing challenges facing the economy, SJHH will be providing periodic updates to all staff regarding our organization's financial health and the impacts of these economic changes on our healthcare industry.

Last summer, we introduced a series of cost-savings strategies to enable our organization to balance our budget for 2008/2009. This was part of the Hospital Annual Planning Submission process which all of Ontario's hospitals must complete each year. As you may recall, this process is designed to ensure that hospitals plan for the upcoming year, account for potential fiscal pressures and ultimately achieve a balanced operating position.

We are now in the process of completing our Hospital Annual Planning Submission for the 2009/2010 fiscal year.



To keep you informed about this process we have summarized some key questions and answers you might have below. We are all part of this process and we encourage all staff to submit additional questions or cost-savings strategies to the Bright Ideas

Committee through email to [brightideas@stjoes.ca](mailto:brightideas@stjoes.ca).

Look for responses to your questions in future issues of *Connections*.

### **Is the Ontario healthcare industry feeling the effects of the economic downturn?**

Unfortunately, no industry, public or private is immune to economic pressures right now and the healthcare industry is no exception. Approximately, 80 per cent of Ontario's hospitals are facing budget shortfalls for the 2009/2010 fiscal year.

### **Can you describe St. Joseph's financial health moving forward?**

Like the majority of our peer hospitals in the province, we are anticipating a budget shortfall in 2009/2010. The challenge for all hospitals is that inflationary pressures and service needs continue to exceed available funding. As a result, St. Joseph's forecasted shortfall for 2009/2010 is in the range of \$11 to 15 million.

### **What does this mean for St. Joseph's?**

St. Joseph's Healthcare Hamilton is committed to achieving a balanced operating position for 2009/2010. Like our peer hospitals, we will be using the prioritization framework for cost-savings (see image above) that was provided as a

decision-making guideline for hospitals.

The Executive team, Directors, Physician leadership and Managers are currently in the process of identifying areas for potential revenue generation and cost-savings across the organization. However, we kindly ask that anyone with ideas share them with the Bright Ideas Committee.

### **Why are we in a budget shortfall position?**

This is not a challenge unique to St. Joseph's Healthcare. Each year, the Ministry of Health and Long-Term Care allocates a specific amount of funds for each Local Health Integration Network which much be shared among all hospitals in that LHIN. The challenge for hospitals is that inflation pressures and service needs continue to exceed available funding.

### **What happens to the Bright Ideas that are submitted to the Bright Ideas Committee?**

We know that individuals working at the frontline see opportunities where we might improve a process, enhance safety or save money that could be reinvested into patient care. This is the primary reason the Bright

Ideas Committee was established. Submitted ideas are reviewed by the Bright Ideas Committee. This is a group of peers from across the organization that have volunteered their time to this important initiative.

Over the summer we received a number of great ideas regarding our absenteeism challenges. Look for some of these emails in the next issue of *Connections* along with details about our new attendance management program.

### **When will I hear more about the budget process and what this means for me?**

We recognize that in the current economic climate, this may create a sense of uncertainty for people. The Executive Team is committed to providing all staff with regular updates on our budget situation. Look for an update on the budget process in the January issue of *Connections*. Your manager will also receive regular information on the budget process and is available to answer your questions.

# Occupational Therapy: Committed to improving quality of life

By Shari Duxbury, Safieh Rajan and Monica Alderson, SJHH

National Occupational Therapy Month is a time to reflect and recognize the contributions of Occupational Therapy in helping individuals to address daily life challenges that interfere with a person's ability to participate in activities or occupations that are important to them as a result of physical, cognitive or psychological challenges.

Occupational Therapists (OTs) and Occupational Therapy Assistants (OTAs) play a key role in working to create inclusive communities that promote equal participation and are accessible for everyone. Through the modification of tasks/activities and the environment, OTs and OTAs work to improve the way individuals function in their homes and in the community.

At SJHH, OTs and OTAs work within as part of the health care team at all campuses and at community locations to help individuals to optimize their safety and independence to return to their home environments and be able to participate in meaningful activities.

Some examples of their work include:

- teaching strategies and recommending equipment for independence with washing and dressing
- assessing an individual's ability and safety with making meals, taking medications, managing finances
- making recommendations for home adaptations to accommodate wheelchair or other equipment needs.
- working with individuals to assist them to return to work or develop work skills to gain employment.

To celebrate Occupational Therapy Month, the OT's and OTA's at St. Joseph's felt they would work toward building on the theme of inclusive environments and accessibility. Poster boards highlighting the contributions of Occupational Therapy services at St. Joseph's Healthcare were on display at our three campuses and on October



The Honourable David C. Onley, Lieutenant Governor, and advocate for accessibility for persons of all abilities.

27th, the Charlton campus hosted an Occupational Therapy Celebration event with guest speaker, the Honourable David C. Onley, Lieutenant Governor of Ontario whose visit also included a tour of St. Joseph's Complex Continuing Care unit. His Honour delivered an important speech about his personal journey and experience and the importance of ensuring that all Canadians have the ability to optimize all opportunities in their professional and private life regardless of age or ability.

## Cont'd from Pg. 1

ensure that the legacy of our founders, the Sisters of St. Joseph of Hamilton, remains in the forefront of the work we do here each and every day.

Our recent C. difficile outbreak, reinforces for all of us the critical need to ensure we each practice proper infection prevention & control procedures. We all know the serious impact that infectious diseases, such as influenza can have on a hospital community. With flu season now upon us, it is imperative that we protect ourselves to ensure that St. Joseph's Healthcare remains a healthy environment for our patients, visitors and colleagues.

Flu Clinics, organized by our Occupational Health and Safety Department, have been set up at each of our campuses. Clinic information is available in this issue of *Connections* and throughout the hospital.

I encourage every one of you to get immunized against influenza as soon as possible as it may take up to two weeks for the vaccine to become effective. Our goal is to have 100% of our staff, physicians, volunteers and contract workers vaccinated against influenza.

For those staff members who have been vaccinated elsewhere, we request that you fax proof of vaccination to the Employee Health Office to ensure that we have a record of all vaccinations in the event of an outbreak. Remember - flu shots save lives!

On a final note, we continue to hear more and more about the economic pressures facing the global economy. Hospitals across this province are certainly feeling this pressure as we complete our Hospital Annual Planning Submissions for

2009/2010.

We are committed to achieving a balanced operating position and will communicate with you on an on-going basis about the progress of this planning. This month we've included an overview of our financial outlook for 2009/2010 and details of the process we're currently engaged in to balance our budget.

This is a collective effort and as we look for new strategies to find cost-saving efficiencies here at St. Joseph's Healthcare, I ask that you kindly submit any ideas that you may have to [brightideas@stjoes.ca](mailto:brightideas@stjoes.ca). Many great ideas have already come forward and I will be pleased to share them with you in future issues of *Connections*.

Dr. Kevin Smith  
President & CEO



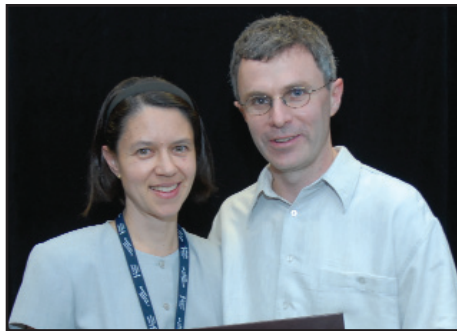
## Nephrologists make largest physician gift in St. Joseph's history

Recently, two members of the St. Joseph's family - Drs. Alistair Ingram and Joan Krepinsky - made the largest physician gift in our hospital's history. The pair generously committed \$500,000 to St. Joseph's Healthcare Foundation to establish a Young Investigator's Award in Nephrology Research.

Drs. Ingram and Krepinsky are not just co-workers in St. Joseph's Division of Nephrology, they're a husband and wife duo with a vision to ensure that kidney research continues to flourish at SJHH. The new award will help a young scientist transition from their postdoctoral training to an independent research career as an Assistant Professor at McMaster University.

On Sept. 23, 2008, an event was held to honour the couple and announce their remarkable gift to the hospital. Dr. Krepinsky spoke to a gathering of physicians, researchers, and friends of the Foundation, and imparted their reasons for giving.

"We both have a keen interest in basic science research, and we've watched as this area has grown rapidly in our division. We know first hand the high quality of the work being done here at St. Joseph's and this was the obvious place for us to look when we were discussing charitable giving," explained Dr. Krepinsky. "In our own careers, we have experienced and observed how difficult it can be for young researchers to scrape together a salary, secure grant support, and find a little 'breathing space' to see if they have what it takes to pursue a career in research. It is our hope that this donation will give junior



*Drs. Alistair Ingram and Joan Krepinsky*

researchers the necessary training, as well as a head start, in establishing a career in nephrology research and in doing so to help our division to continue its growth, and help our patients gain access to the latest findings in this field."

Dr. Ingram acknowledged the hospital paved the way for their donation by showing confidence in what could be achieved in the field of nephrology research at St. Joseph's. He stated: "The hospital has invested in the future of the Nephrology Research Program by providing exceptional laboratory space and critical research funding. Once we saw how committed SJHH was to the program, we decided it was time to make a lead donation and in the hopes that we may inspire other private donors."

Foundation President Rob Donelson thanked the couple for their extraordinary gift and imparted, "We're very grateful, not only for the generous contribution to our hospital made by Drs. Ingram and Krepinsky, but also for their tremendous work in advancing patient care. Their belief in the care that St. Joseph's Healthcare provides to our community, and their investment in its future, is extraordinary."

## Body Watch

### What is a Glycemic Index and what are its benefits?

Carbohydrates have developed somewhat of an unfair negative reputation. After eating any carbohydrate containing foods your blood glucose levels will rise, however not all carbohydrates have the same effect on your body. The speed and extent to which blood glucose levels increase is largely dependent on what is known as a "Glycemic Index" (GI).

A glycemic index categorizes foods based on their ability to raise blood sugar levels. Foods are classified as having a High, Medium or Low GI. High GI foods will raise your blood sugars further and faster than medium or low GI foods. Low GI foods have been shown to help control cholesterol and appetite and lower your risk of heart disease and type two diabetes.

Vegetables, fruits and low fat milk products along with whole grains are generally considered low GI.

What are some easy ways to increase low GI foods in your diet?

Try...	Instead of...
Pumpernickel Bread	White Bread
Sweet Potatoes	Baking Potatoes
Oatmeal	Rice Crispies
Long Grain Rice	Short Grain Rice

To learn more about the the glycemic index, speak to a Registered Dietitian or go to <http://www.diabetes.ca/for-professionals/resources/nutrition/glycemic-index/>

*Body Watch is a monthly column on health and nutrition written by the Dietitians of SJHH and Dietitians of Canada.*

## St. Joseph's Hospital Staff Credit Union Branch

### HOURS OF OPERATION

Mon, Tues, Thurs, Fri.....8:30am to 4:30pm  
 Wednesdays .....10:30am to 5:00pm  
 Closed Daily from ..... 1:30pm to 2:30pm

### ON-SITE BANKING SERVICES INCLUDE:

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# SJHH focus shifts to improving patient flow: client-centred care

By Jennifer Anderson, Michelle Joyner, Jane Loncke and Brady Wood, SJHH

Teams of healthcare providers and consumers have come together provincially and at SJHH to create new ways of improving patient flow within their departments and services.

The Ministry of Health and Long-Term Care has asked our President and CEO, Dr. Kevin Smith, to lead the province's ER/ALC (Alternate Level of Care) strategy, and announcements related to this work are expected shortly. Here at SJHH, we have several ongoing initiatives to improve patient flow, ED wait times, and to help patients reach the most appropriate settings to receive care.

This article highlights efforts related to the ED as well as efforts made by Social Work and Community Care Access Centre (CCAC) with patients requiring ALC.

## ALC

Pressures in hospitals related to patients awaiting placement in long-term care or other settings have risen steadily in the last few years, with significant impacts in all Ontario hospitals (including increased wait times in the ED, offload delays, and cancelled surgeries where beds are blocked).

The patients that are waiting-designated ALC - do not require care in a hospital setting, but currently must wait in hospital until they can be cared for appropriately in another setting (e.g. long-term care or home care).

On a daily basis, SJHH has over 90 patients who are designated ALC, and

are waiting to move to the next phase in their care. SJHH continues to work with healthcare organizations in our region to help these patients to move into different, more appropriate settings, thereby making hospital beds available for incoming patients.

Several of our successful initiatives so far have included:

- a) working with our partners to open a unit for ALC patients at St. Joseph's Villa in Dundas
- b) giving select patients priority status for long-term care
- c) supporting patients in receiving care in their homes whenever it is appropriate and preferred.

## Emergency Department

To date, the Ontario government has invested \$109 million to reduce wait times and establish targets and to improve patient satisfaction. In this process, SJHH was identified as one of

the busiest EDs in the province, with more than 51,000 visits in 2007/08 and received \$273,000 in targeted funding. Our LHIN has also funded us in the creation of process improvement programs.

Our team of physicians, nurses, and other professionals are working diligently to reach our goals of providing the best care, reducing wait times, improving patient satisfaction, and decreasing the number of patients who leave without being seen. We have developed several processes to reach these goals that will fundamentally change the way in which the ED operates, including changes to the physical structure. All of these initiatives align with our corporate patient flow and ALC plans.

Stay tuned for our highlight of the Flo Collaborative and Bullet Rounds within General Internal Medicine.

## Stop the spread of Influenza Get your flu vaccine today!

The influenza vaccine is available free of charge to all employees, physicians, students, volunteers and contract workers.

Staff that have had their vaccination elsewhere are asked to fax proof of vaccination to the Employee Health Office at (905) 521-6111.

Please contact Employee Health Office for further information - Charlton ext. 33344 or Mountain Campus ext. 36361.

### Mountain Campus

Nov 3rd - 30th  
Monday to Friday  
9:00 a.m. to 3:00 p.m.  
Staff Health Office, H106

### Charlton Campus

Nov 3rd - 30th  
Monday to Friday  
11:00 a.m. to 1:00 p.m.  
Main Lobby

### Stoney Creek Campus

Nov 17th - 26th  
9:00 a.m. to 11:30 a.m.  
Specialty Clinics Area



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## The latest Payday Payouts winners are...



Sandra Enright-Mailing  
Brant County Case Mgmt  
September 18, 2008  
\$4,870.50



Helen Begin  
Mood Disorders Clinic  
October 2, 2008  
\$4,851.00

# Breakfast with Santa

**Charlton Campus**  
**December 3, 2008**  
**7:00am to 11:00am**  
**Cafeteria**

**Mountain Campus**  
**December 10, 2008**  
**9:00am to 11:00am**  
**Cafeteria**

**Stoney Creek Campus**  
**December 16, 2008**  
**8:30am to 10:30am**  
**Kemp Auditorium**

Get festive and come on out and enjoy a hearty breakfast with Good 'Ole St. Nick! All SJHH Staff, Physicians and Volunteers (whether you've been good or bad) are invited to attend this annual celebration.

## Do you know this St. Joe's Baby?

**Hints:** She came to St. Joseph's two years ago to work with the staff in the Maternal Child Program. She is a nurse and has been a neonatal nurse practitioner, and has also worked with the orthopedic staff and the general surgery GI nurses.

### Still guessing?

She is currently working with the Chest Program - liaising with respiratory therapists, the IV team and the Firestone staff and physicians. She lives in the Niagara Region and enjoys baking and running.

**Answer:** It's Jackie Barrett, born Oct. 14, 1962

- not at St. Joseph's Healthcare Hamilton, but she's chosen to become an honorary St. Joe's Baby! Jackie Barrett's is one of many faces - of employees and their family members - that will adorn the Maternal Child Program panels of the new St. Joe's Baby Face Photo Wall!



St. Joseph's  
Healthcare Hamilton  
FOUNDATION



Share your St. Joe's Baby Face!

Are you a St. Joe's Baby? Do you want to join in the Departmental Challenge? Speak to your colleagues today about establishing a panel to represent your department on our wall.

For more information,  
please contact (905) 521-6036 or  
email [babyfacewall@stjoesfoundation.ca](mailto:babyfacewall@stjoesfoundation.ca)

The SJHH Volunteer Association's

# Christmas Bazaar

November 14th, 2008  
9:00 a.m to 5:00 p.m.

Main Lobby  
Juravinski Innovation Tower  
Charlton Campus

# CONNECTIONS

is published monthly by the St. Joseph's Healthcare Public Affairs Department.

*We want to hear from you!*

Please send us your comments, suggestions, story ideas or submissions. The Public Affairs Department reserves the right to edit and print your submissions as space permits. Submissions are subject to approval. Submissions must be received by the 10th of each month.

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