



Kevin's Column

Last month, we announced a series of strategies that will enable us to meet a balanced operating position for the 2009/2010 fiscal year. As your Manager will have shared with you, we have identified approximately \$8 million in savings and have targeted the remaining \$4 million through a reduction in our sick time and overtime, as approved by the Board of Trustees.

Awareness of our sick time challenge has increased significantly in recent months and we are very pleased with the initial improvements, but we have a long way to go. In fact, this is the number one issue staff offered advice on through our Bright Ideas Committee and my email, president@stjoes.ca. Thank you to the many staff who had excellent ideas on how to improve our performance in this area.

We are committed to bringing our sick time to the OHA hospital average

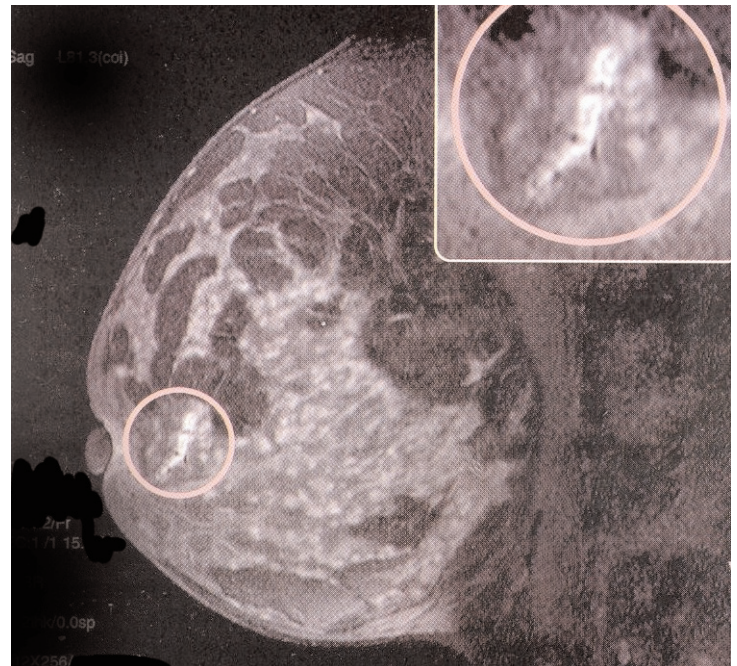
Cont'd on Pg. 5

SJHH pioneers new imaging technology to improve breast cancer diagnosis

Detecting cancerous tumors of the breast will become a quicker and more precise method for the patient and clinician thanks to the world's first Sentinelle Medical 3 Tesla R&D Imaging Unit at St. Joseph's Healthcare Hamilton (SJHH).

Developed through a partnership between Sentinelle Medical Inc., a leading Canadian manufacturer of breast MRI coils and software, and Dr. Michael Noseworthy, Scientist at the Imaging Research Centre of SJHH, the system will provide exceptionally high-resolution images of the breast with extensive coverage of the chest wall. This new MRI system will allow for unprecedented detailed diagnostic analysis that can easily be followed by an immediate biopsy to remove a tiny sample of the lesion. All this can be done while the patient is still in the MRI.

The 3T Breast Imaging Unit is currently being used for research purposes, but will



become available to the general public this Spring.

"The work we are doing here is the first of its kind in Canada and the world," says Dr. Noseworthy. "Assessing breast cancer with MRI is not new, but linking high resolution MR imaging and tumor metabolic mapping together with image-guided biopsies makes our breast cancer research unique."

"Sentinelle Medical Inc. is committed to increasing patient accessibility to MRI technology and delivering better health outcomes

through improved imaging," says Cameron Piron, Sentinelle's President and CEO. "We are excited to be a part of this research collaboration."

This research conducted in the Imaging Research Centre has bridged the clinical and research gap at SJHH, improving the delivery of diagnostic care by clinical staff to their patients. For example, the Sentinelle 3T coil may aid radiologists in detecting tumor recurrence in these

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New initiative developed to ensure accountability for attendance at SJHH

We recently announced a number of changes within our organization that have ultimately allowed us to find \$8 million in additional savings in order to meet a balanced operating budget for the 2009-10 fiscal year.

As your Manager will have shared with you, the remaining \$4 million required to balance our budget will be found through a reduction in our sick time. To achieve this goal, we need to bring our sick, overtime and agency use to the industry average within the next two fiscal quarters to avoid the need to find additional savings within our organization this year.

Every employee is responsible for his/her attendance at work and has an obligation to attend work regularly, thereby fulfilling their contractual obligation with the hospital.

The new Attendance Management Program, introduced in January, is designed to increase awareness around the importance of regular attendance at work through regular monitoring of employee attendance. This program provides a consistent approach to manage excessive absenteeism (offering assistance and feedback to employees) and excellent attendance (recognizing those

employees who attend work on a regular basis).

As outlined in our previous communications, SJHH has one of the highest rates of sick time in the province. According to a recent OHA survey of over 120 hospitals, SJHH had the highest rate of absenteeism among teaching hospitals with an average of 14.47 sick days per employee. The OHA industry average is 10.33 days. In 2007, SJHH incurred an estimated \$9.2 million in unbudgeted sick time costs. Given the hospital's financial challenges, it is clear that we will not be able to sustain this level of absenteeism without impacting staffing.

We are therefore prepared to take the necessary steps to ensure that we can come to the provincial average of our peer hospitals in this area. One initiative that we will be implementing shortly will be the monthly posting of attendance rates within each department. This initiative will help monitor our progress compared to the OHA average and will ultimately help guide each of us to be accountable for our own attendance.

Stay tuned for more information to come on this important new initiative.

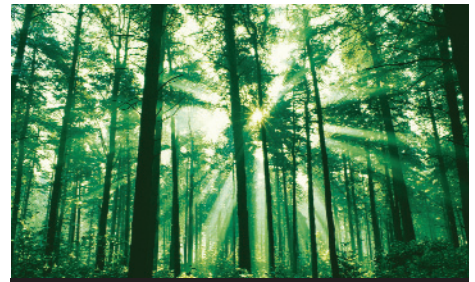
When we asked you to provide your thoughts on how we could find cost-savings within our organization, the most common response we received was how we should address our sick-time challenge.

Here is an example of some of the feedback that we received from you.

"I applaud your efforts to tackle this abuse. Good luck dealing with these abusers of the benefits provided for true illnesses."

"...rewarding those of us who use less than the allotted sick time per year would assist in reducing sick time. Not only would we end up having less sick time, but half of our staff would be happier if they were being rewarded for not using sick time."

"I believe the organization should look at long periods of sick time and assess if there appears to be a trend with certain employees. If so, there needs to be some form of recourse in place."



Now accepting nominations for Mission Legacy Awards

The Sisters of St. Joseph's Mission Legacy Awards are the highest honours bestowed by our organization and provide a tangible way to annually celebrate our history and recognize those who have made great contributions to the healthcare ministry of the Sisters of St. Joseph at SJHH and who have ultimately left an imprint on our organization.

Any person or group is welcome to nominate a deserving individual as a candidate to receive this award. The nomination of posthumous candidates is welcome.

Nominations should be accompanied by a biographical note (maximum of 3 pages) detailing the career and achievements of the nominee as well as the name, addresses and telephone numbers of up to three individuals who support the nomination.

A formal recognition will take place in the Fall and the names of all award recipients will be prominently displayed within the hospital.

Nominations should be forwarded by mail to:

**St. Joseph's Healthcare Hamilton
c/o Office of the CEO
50 Charlton Avenue East
Hamilton, ON L8N 4A6**

For more information, please call (905) 522-1155 ext. 33418.

Living the Mission

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

The Whitmore Family would like to thank everyone involved in the care of Verrol Owen Whitmore who passed away on September 16th, 2008 in C.C.U.

"The care in the dialysis unit was exceptional and you were like an extended family who provided a listening ear and loving respect.

To Donna and the Chaplain who were so gentle and patient: His wife found it easy to relate to you.

To the doctors who kept him comfortable for so long: We are at peace with all Verrol's choices and thank you for respecting those choices although you may not always have agreed.

The people of Hamilton also showed such heart throughout the years and his wife always felt her angels were watching over her."

SJHH has a strong Culture of Giving

The 2008 SJHH United Way Campaign has wrapped up and we have broken a record for donations this year!

Since the campaign began in October, SJHH has raised \$46,074 to help support the 64 agencies currently funded through the United Way of Burlington and Greater Hamilton. This total is excluding the money already invested in our community through the revitalization of the 'Teen Zone' at the Eva Rothwell Community Centre.

If you are interested in joining our committee, please contact Wendy Smith at ext. 35583.

Corporate Patient Flow - The story across the organization

By Donna Johnson, Nurse Manager - Clinical Teaching Unit, SJHH

Flo Collaborative - Improving Discharge Planning & Communication

Many teams are working together to improve Patient Flow across the organization for patients and families, and to assist the Emergency Department in meeting wait time indicators. One of those teams is the "Flo Collaborative", a Ministry of Health and Long Term Care (MOHLTC) initiative aiming to improve the transition of all patients from acute care to their discharge destination.

The General Internal Medicine (GIM) Program, in partnership with the Hamilton Niagara Haldimand Brant (HNHB) Community Care Access Centre (CCAC), has been working collaboratively since September 2007 to improve patient flow. The primary aim identified by our team is to improve the timeliness and effectiveness of transition of care for all medical patients admitted to the Medical Assessment Unit (MAU) and Clinical Teaching Unit (CTU) as they move to their discharge destination. A standardized, collaborative approach was developed to ensure earlier intervention and identification of discharge goals and destinations.

This group has focused on three initiatives:

- 1. Early identification of discharge obstacles**
The goal of this initiative was to have 80% of those patients admitted to MAU/CTU screened within two business days of admission for factors that may delay transition to subsequent care destinations. Identified patients would receive a proactive consult from the Social Work team. In May 2008, audits revealed that the screening tool was being completed 88% of the time within two working days, and this result was maintained in August 2008 with the screening tool being completed 86% of the time within two working days.
- 2. Early screening by CCAC**
The goal of this initiative was that 80% of patients admitted to MAU/CTU are screened by CCAC within two working days to identify previous CCAC and community services to help facilitate a collaborative approach to discharge planning. A CCAC tracking tool was implemented and the CCAC case manager now attends "Rapid Rounds" twice a week.
- 3. Patient Bedside Whiteboard**
A patient bedside whiteboard is now used to facilitate communication between the patient, family and the healthcare team. The whiteboard includes patient goals, expected discharge date, and a section to allow for two-way communication with the family. The use of the whiteboard facilitates the third goal of having 80% of patients and/or caregivers engaged in the development of discharge planning goals to expedite the identification of the most appropriate discharge destination.

Going forward, the group will work on sustaining these initiatives and identify opportunity for spread to other units within GIM and to other programs. This will improve the timeliness and effectiveness of transition of care for all patients as they move to their appropriate discharge destination.

Psychology is for everyone!

By Bruno Losier and Joe Pellizzari,
Psychologists, SJHH

February is National Psychology Month and SJHH is celebrating it with the theme *Psychology is for Everyone*. This annual campaign helps raise awareness of the role psychology plays in our everyday lives, in our communities, and in our workplace.

In honour of this campaign, SJHH psychologists have planned a series of noon hour sessions to be held throughout the month. These sessions will involve a mix of academic and applied topics, all reflecting the predominant training model and professional identity of psychologists: "scientist - practitioner".

In addition, our Psychology Department will open its doors to the public by hosting an "open house" in the Charlton Campus main lobby which will be followed by an early evening public lecture.

Don't miss these exciting Psychology Month events!

Noon Hour Presentations (Lunch will be provided)

12:00 p.m. to 1:00 p.m.

Stelco Amphitheatre-Fontbonne F137

February 5th, 2009

*"Is there anything that doesn't help depression?
A new study stirs an old debate"*

by Dr. Peter Bieling, Mood Disorders Program

February 12th, 2009

*"Highlighting Challenges in the Assessment and
Treatment of Health Anxiety: The Case of Mrs. A."*

by Dr. Randi McCabe, Anxiety Treatment and Research Centre

February 19th, 2009

"Lie Detection: Truth or Fallacy"

by Drs. Mini Mamak and Heather Moulden, Forensic Service

February 26th, 2009

"Psychology and Your Health: Key Variables and Key Interventions"

by Drs. Joe Pellizzari and Sheryl Green,

Consultation-Liaison Psychiatry & Health Psychology Services

Open House and Public Lecture

February 25th, 2009 at 6:30 p.m.,

Frank Charles Miller Amphitheatre, Juravinski Innovation Tower

"Stopping Stigma: What's our role"

by Dr. Michele Carroll and Fiona Wilson, MHAP



SJHH recognizes the importance of Therapeutic Recreation

By the SJHH Therapeutic Recreation Staff

This year, SJHH celebrated Therapeutic Recreation (TR) Awareness Week (Feb. 1-7) with the theme: *Summits of Success*. During this week, informational displays were set up to help educate staff and clients on the importance of TR, learn more about its programs and meet TR staff and students. Visitors were also given the opportunity to participate in a draw, and take part in the "Nintendo Wii" ski challenge.

At SJHH, our Therapeutic Recreation staff work in a variety of settings across our campuses. Therapeutic

Recreation assists clients in acquiring the skills necessary to lead a healthy leisure lifestyle where they can participate as fully and as independently as possible in their community.

At first glance, it may appear as though TR programs only offer clients opportunities to have 'fun', however there are many other benefits behind these recreation programs. TR staff utilize functional intervention, leisure education, and recreation participation in order for their clients to gain improvement in the physical, social, cognitive, affective, and

spiritual domains. Benefits of participation also include increased confidence and self-esteem, greater involvement in the community, increased independence, and strengthened interpersonal skills.

Dedicated to pursuing ongoing professional development opportunities, the SJHH Therapeutic Recreation team plans to move forward with the registration and certification process within Therapeutic Recreation Ontario, and will continue to provide ongoing mentoring for students in post-secondary Therapeutic Recreation programs.

St. Joe's Baby Face Photo Wall unveiled



St. Joseph's Healthcare Foundation and Teresa Cascioli officially unveiled the first phase of the St. Joe's Baby Face Photo Wall on November 3, 2008. A collection of 86 adorable baby faces now brighten a 20-foot stretch of hallway outside the hospital's Pediatric Short Stay Unit.

You might recognize a few faces on the panel to the right of the wall, as it is comprised entirely of photos of staff members and families from St. Joseph's own Maternal Child Program! Special thanks to Marnie Buchanan and her team for their dedication to making the first phase of the baby wall a resounding success!

Teresa Cascioli's baby picture was among the first to be placed on the wall, since the former Lakeport Brewing CEO was the brains behind this savvy fundraising endeavour. Last April, she made a \$1 million gift to St. Joseph's Healthcare and cited the fact that she was born at the hospital as one of the inspirations for her gift.

In less than a year, the Baby Wall initiative has already raised an incredible \$50,000 to support patient care at St. Joseph's. Teresa's goal is to see the donations to the Wall match her \$1 million gift. We know there are more SJHH babies who work here too so please share your Baby Face by visiting www.stjoesfoundation.ca or by calling (905) 521-6036.

Kevin's Column *Cont'd from Pg. 1*

within the next two fiscal quarters to avoid the need for additional cuts this year.

As you will read in this issue of *Connections*, to help make this initiative a success, your Manager will begin posting monthly data in your department about the sick time use in your area. This is a way we can each hold ourselves accountable as we move towards our goal.

To ensure the ethical use of our sick time, I would also like to kindly remind all employees that sick time is to be used exclusively when you personally are ill. Should you require time off for other reasons, please speak to your Manager about alternate options such as using vacation time or unpaid leave.

On behalf of the SJHH Executive Team and the Board of Trustees, I ask for your diligent support in addressing this issue to ensure that we minimize the need to find additional savings which will, unfortunately impact our worked hours and positions in 2009.

We continue to welcome your thoughts and feedback through our Bright Ideas Campaign and we thank you for your ongoing commitment to our Mission.

*Dr. Kevin Smith
President & CEO*

Join our Green Team - Help make a world of difference!

Do you feel a nagging anxiety about the environment and want an opportunity to do something about it? Well, the Green Team at SJHH is the place for you!

Our team has helped make a huge difference already in just a few months but there is still a lot to do and plenty of opportunities for new green projects. So come out and join us today!

If you would like to be kept up-to-date on our activities or simply want to join the team, please contact John Woods - ext. 35129, Brady Wood -

ext. 35878 or Carolyn Gosse - ext. 33678. Be sure to take a look at our super Wiki run by Reg Sargent at http://142.238.250.28/green/index.php/Main_Page.



Award-winning Medical Staff at St. Joe's

St. Joseph's Healthcare Hamilton boasts outstanding dedication of its medical staff and here are some of those who have been recognized by the Medical Staff Association for their hard work. These individuals were recently honoured at the Annual Medical Staff Dinner meeting held at the Hamilton Golf and Country Club on January 16th, 2009.

2008 Annual Consultant's Award

Dr. Ramsay MacNay (Pediatrics)

Awarded by the SJHH Department of Family Medicine in recognition of an exemplary Consultant who demonstrates a number of key qualities including respect for colleagues and patients, collegiality, excellent communication skills and overall quality of care.

8th Annual Resident's Awards

Awarded by the Medical Staff Association to the 10 most outstanding residents on behalf of the hospital's clinical programs.

This year's recipients are:

Dr. Mazen Faden (Anaesthesia), Dr. Daniel Shiff (Diagnostic Imaging), Dr. Alim Pardhan (Emergency Medicine), Dr. Danielle Derrington-Fraser (Family Medicine), Dr. Amal Abdel-Mesih (Lab Medicine), Dr. Andre LaRoche (Obstetrics & Gynecology), Dr. Amita Raha (Pediatrics), Dr. Arlene MacDougall (Psychiatry), Dr. Behzad Taromi (Surgery), Dr. Christine Ribic (Medicine - In recognition of Dr. David Feldman, SJHH Internist and Cardiologist)

6th Annual Sister Joan O'Sullivan Award

Dr. Stewart Pugsley (Medicine)

Awarded to a member of staff who exemplifies outstanding teaching and clinical abilities while maintaining the mission, values, commitment and vision of St. Joseph's Healthcare and the Sisters of St. Joseph of Hamilton.

Medical Staff - 25 Year Members of Service

Awarded by St. Joseph's Healthcare to members of the professional staff who have provided a quarter century of service to the hospital.

This year's recipients include:

Dr. Jonathan Adachi (Medicine), Dr. Vicky Chen (Lab Medicine), Dr. David Churchill (Medicine), Dr. Brenda Copps (Family Medicine), Dr. Susan Goodwin (Medicine), Dr. John Harvey (Eye Medicine/Eye Surgery), Dr. Bosco Paes (Pediatrics), Dr. Shobha Wahi (Pediatrics), Dr. Aryeh Leo Winter (Surgery), Dr. Joseph Woo (Anesthesia).



Dr. Stewart Pugsley, Recipient of the Medical Staff Association's 6th Annual Sister Joan O'Sullivan Award.

Body Watch

Eating Healthy in a Fast-Paced World

We live in a fast-paced world. Between work, traffic jams and other commitments, there are many days where proper nutrition gets overlooked. Here are some simple tips to keep nutrition on your side when time isn't.

No time for breakfast? Breakfast is an important meal to fuel your body before a long day. If you don't have time for a traditional breakfast, try thinking out of the box. Quick portable snacks like granola bars, pieces of cheese, or toast with peanut butter are a great choice.

No time to make dinner? If you find yourself skipping dinner or ordering take out because you don't have time to prepare a meal, try some of these simple suggestions. Prepare meals in a slow cooker or crockpot and come home to a hot ready-to-eat meal! Cook double portions of meals and enjoy leftovers on the second day, or prepare and freeze meals on the weekend and reheat when you arrive home.

Eating regular meals and snacks throughout the day will keep your energy up and immune system strong so you can enjoy everything your fast-paced life has to offer!

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

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Redevelopment of Mountain Campus will help cast mental healthcare in a different way

By Lesli Tomlin, Communications Officer, Redevelopment, SJHH



Conceptual rendering of new West 5th Street Campus

The hard work continues as we plan SJHH's new Mountain Campus. The redevelopment team is currently developing the Project Specific Output Specifications (PSOS). These are project guidelines written with the help of user groups. They include the majority of important elements necessary for the new building and form the framework for ensuring the results of tender meet the required specifications. PSOS categories include departmental requirements, technology considerations, design criteria, departmental flow diagrams and room templates.

Through the combined input from our Planning and Design team, along with invaluable ideas from employee and client user groups, a conceptual design of an inpatient bedroom for the new hospital has been developed. This design has been brought to life in the form of a mock-up room at the Mountain Campus. In this first phase of review, the look of the mock-up room is very basic, with the intention being to confirm the layout of the bedroom and washroom, keeping in mind the needs of our patients and staff. Once staff and client feedback has been reviewed and considered, the next phase will see the room design progress to a 3D model.

Nutrition Month: Learn to eat like a champ!

March is Nutrition Month and this year's theme is: *Stay Active: Eat Like a Champion*. Staff, patients and visitors are all welcome to visit the Nutrition Month display organized by the Dietitians at St. Joe's on March 4th between 11:30 a.m. and 1:00 p.m. on the 2nd floor of the Juravinski Innovation Tower. There will be plenty of information, giveaways and prizes.

Breast biopsy

Cont'd from Pg. 1

patients who have already had breast cancer. Due to scar tissue in the breast, the use of a mammogram or ultrasound can be inconclusive. In some women with dense breast tissue, detection of calcium deposits (trait for the start of certain common forms of breast cancer) is difficult with standard imaging approaches.

With the high resolution of the 3T system, Dr. Noseworthy's team has recently developed a method to image these calcium deposits using MRI. "By partnering our clinical and physics/engineering expertise here at St. Joseph's with Sentinelle Medical Inc., we are able to make pioneering exceptional advancement in our abilities to image breast cancer," says Dr. Noseworthy.

"Breast MRI is a fabulous new tool for the detection of cancer, allowing us to see cancers not visible with mammography and ultrasound. 3T MRI's higher field strength improves spatial resolution, allowing us to detect cancers with greater accuracy than before," says Dr. Colm Boylan, Radiologist at SJHH. "It has also allowed us to accurately assess the true extent of disease in patients who are diagnosed with cancer and detect cancers hidden in the opposite breast when these are present. It is of great value in the pre-operative planning of more complex cases and likely reduces the need for repeat surgeries."

"This unit is a great asset to our breast cancer program here at SJHH and an important resource for the people of Hamilton," adds Dr. Boylan.



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1st Canadian Humour Conference

February 14th, 2009
9:30 a.m to 2:00 p.m.
Contact (905) 573-4801
for more information.



Annual Hospital Ski Day

February 16th, 2009
Call (905) 528-1640 for more info.



Funspiel 2009

February 28th, 2009
8:00 a.m - 5:00 p.m.
Hamilton Victoria Curling Club
Contact (905) 522-1155 ext. 33640
for more information.



Risk & Recovery Conference

April 27th/28th, 2009
8:00 a.m to 4:00 p.m.
Sheraton Hotel - Hamilton
Contact (905) 522-1155 ext. 36493
for more information.



Kidney/Urinary Conference

April 30th, 2009
Royal Botanical Gardens
Call (905) 522-1155 ext. 32167
for more information.

Winter blahs? Laughter is an instant vacation

After seeing the benefits that the therapeutic use of humour can bring to group therapy sessions, Registered Nurses, Sharron Orovan-Johnston and Adrienne Sloan decided to bring the concept of humour to the community as a whole. This felt natural to the duo as Hamilton is home to so many famous comedians such as Jim Carrey, Eugene Levy, Steve Smith - (AKA Red Green), Mike Myers, John Candy and Martin Short.

Fifteen years ago, they attended a Hamilton City Council meeting with a bag of red noses and made a case for declaring an official Lighten Up Week with a Red Nose Day to be held annually during the first week in February. When they described the benefits that humour would have on the community, the mayor declared it an official week.

Since that time, they have been holding an annual humour conference. This year's Canadian Humour Conference will be held:

**February 14th, 2009
9:30 a.m. to 2:00 p.m.
Conference Room 3 - Fontbonne Building
St. Joseph's Healthcare Hamilton**

To find out more information, please call (905) 573-4801.

The latest Payday Payouts winners are...

The Payday Payouts 50/50 Staff Lottery provides players with a chance to win almost \$5,000 every payday. While half of the proceeds make up the ever-growing prize amount, the other half supports patient care initiatives at SJHH.

A brand new year of Payday Payouts will begin soon. Stay tuned for more details. If you have any questions about the Payday Payouts 50/50 Staff Lottery, please contact St. Joseph's Healthcare Foundation at (905) 521-6036.

Winner:
Harry Schachtshneider
Department:
Plant Maintenance
Draw Date:
December 23, 2008
Prize Amount:
\$4,774.50

Winner:
Jeffrey Money
Department:
Respiratory Therapy
Draw Date:
January 8, 2009
Prize Amount:
\$4,729.50

Winner:
John Allen
Department:
Mood Disorders Clinic
Draw Date:
January 22, 2009
Prize Amount:
\$4,755.00

CONNECTIONS

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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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