



Kevin's Column

This month, several of our executive team members joined me as we met with the Hamilton Spectator's Editorial Board to speak openly and candidly about the exceptional work that has been taking place here at St. Joseph's Healthcare Hamilton and the challenges that we are currently facing as a result of the global economic pressures.

One of the issues that we raised in the context of this discussion was related to an article recently published in the Hamilton Spectator discussing the skill mix of Registered Nurses and Registered Practical Nurses in Ontario.

We clarified with the group that although there are many areas of overlap between the two professions, both RNs and RPNs work together collaboratively to ensure that the healthcare needs of our patients are met in the most effective and efficient manner. The appropriate nursing staff mix depends on the complexity and acuity of

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Greening St. Joseph's Healthcare

In order to meet the growing need in our community to protect the environment, SJHH is focusing on a green program that will create a healthier environment for our staff, patients and community. We want to harness the energy of our staff, medical staff, volunteers, patients and community to become as green and as efficient as possible.



Earlier this year, Team Environmental Vision and Action (EVA), a multidisciplinary group of SJHH employees, teamed up to find ways to promote the greening of health care, both at the grassroots level and in our broader vision. Team EVA's goals and objectives have been integrated into the SJHH Strategic Plan.

Currently, there are nine sub-groups working within Team EVA to promote and implement greening initiatives throughout SJHH. These groups include:

1. Clinical Greening - Fosters healthy and sustainable clinical practices across the organization.
2. Culture of Commuting - Encourages opportunities for carpooling, biking and the use of public transportation.
3. Energy & Efficiency Innovation - Promotes the efficient use of energy and resources, as well as alternative forms of energy.
4. Green Purchasing, Local Products & Working with Suppliers - Establishes strategies for purchasing products that are environmentally sustainable and cost-effective.
5. Measurements, Targets & Communication - Promoting the benefits of 'greening' across all levels and facets of the organization.
6. New Construction Opportunities - Ensures green standards for redevelopment goals and design choices.
7. Pharmacy Greening - Promotes efficient and waste reductive practices within pharmacy.
8. Recycling & Waste Reduction - Encourages everyday recycling practices and manageable strategies for waste reduction.

If you are interested in being a part of Team EVA, have an environment conservation idea or would like more information, please contact Team EVA at eva@stjoes.ca.

Progress on:

Recycling & Waste Reduction at SJHH

Since this program began, our corporate waste budget has been reduced by nearly \$70,000 as a result of significant waste diversion. Future plans for this program include:

- Adding more recycling bins,
- Developing more food waste options ie: composting,
- Implementing corporate Fine Paper recycling,
- Extending department-specific recycling,
- Coupling recycling efforts with waste deferral (ie: water jugs vs. bottles at meetings),
- Partnering with HHS to increase capability.

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New Employee Assistance Program offers supports to SJHH staff and family

We are pleased to announce that SJHH has retained the services of Shepell·fgi to provide a professional counselling and support service for all employees and their immediate family members.

All SJHH employees and their immediate family members now have access to counselling, work life programs, and information services 24 hours-a-day/7 days- a-week/365 days-a-year.

Contact is made directly by the employee or family member to Shepell·fgi and no information on any individual situation will ever be shared with SJHH or any employee groups. This program is voluntary and only you can make a counselling appointment for yourself.

While in-person counselling for individual, couple, or family needs is available, if other methods of counselling are more convenient, telephone counselling and e-counselling via a secured web link are also available. In addition to counselling services, this Employee Assistance Program (EAP) includes many extended work life services to support you with information, assessment, and referrals, including (but not limited to):

- Legal counselling
- Financial counselling
- Eldercare
- Childcare
- Nutritional counselling
- Home Care
- Stress management
- Online EAP information



The Employee Assistance Program is...

...voluntary

There are times when we all face difficulties. The EAP is there to help if you decide you want to use it.

...confidential

Calls to the EAP go directly to a counsellor trained in dealing with confidential information. By law, no one will ever know you have used the EAP unless you choose to tell someone. To ensure this, counselling appointments are scheduled away from your workplace, and information about you can be given only to you.

...at no cost to you

For each concern you are faced with, a series of short-term and solution-focused counselling sessions are available to assist you in working towards resolving the issue. To ensure your privacy and confidentiality, fees for the EAP service have been paid in advance by the company. If you require specialized treatment or long term care, you may be referred to an appropriate professional or agency in the community. Any fees for these referred services are your responsibility. Some services may be covered by your provincial company health plan.

For first time appointments and counselling, please call (English) 1-800-268-5211 or (French) 1-800-363-3872 or take advantage of our online support at www.shepellfgi.com/go/members - Username: sjh and Password: healthcare (NOTE: password lower case only).

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the patient population and the environmental factors surrounding their healthcare needs. At SJHH, we value our nurses, both RNs and RPNs, and the exceptional role that each of them play in providing the highest quality of healthcare to those in our community. We will continue to seek ways to incorporate their skill sets throughout the hospital where it is most appropriate.

Our meeting with the newspaper's Editorial Board also allowed us the opportunity to discuss the challenges currently facing the healthcare industry and how they are affecting the ways we are providing care to our patients at St. Joseph's Healthcare. We outlined some of the work underway at St. Joseph's and across the City to address the critical bed shortages associated with patients requiring Alternate Level of Care and by extension the strategies we are implementing to ease wait times in the Emergency Department. Finally, we discussed the on-going process to balance our budget for 2009/2010. I am confident that this meeting helped those outside our industry better understand the complex issues each of you address as healthcare providers each day and the breadth and scope of the expertise that each of our colleagues bring to the care we provide for patients at St. Joseph's.

With winter now officially upon us, we must now look forward to the snowfalls that lie ahead! On December 19th, Hamilton was hit hard by a snowstorm two days shy of winter's official start! Thank you to all of our staff, physicians and volunteers who courageously found ways to overcome the snow, slush and white-out conditions to make it in to work. Your actions are truly a demonstration of our mission in action.

On that note, as we begin another year, I would like to extend my deepest gratitude to the staff, physicians and volunteers of SJHH who have demonstrated exceptional commitment and dedication to serving the patients and families of our community over the past year. On behalf of the Senior Executive team and the Board of Trustees, I wish you and your family all the best for the upcoming year.

*Dr. Kevin Smith
President & CEO*

A sign of great new things to come

On Saturday, November 29th, St. Joseph's Healthcare officially unveiled a pre-construction sign as a landmark of support for the redevelopment of its new West 5th Street Campus - one step closer toward greater access to health care in Hamilton.

The new facility, designed to support patient and family-centred care, is still in the planning stage. The new hospital will provide more services in order to better support people with mental illness and their families. The hospital will have expanded outpatient clinics for mental health and addiction services, diagnostic imaging and medical care, as well as research and academic spaces. Services currently provided by St. Joseph's Healthcare Hamilton will continue, including: specialized mental health services for prevention, primary care, crisis and emergency care; and intensive and specialized services for individuals who experience complex and rare mental illnesses.

"The redevelopment of our mountain campus will result in a healthcare centre that reflects and supports the state-of-the-art, modern mental healthcare our team delivers to the community," said Dr. Robert Zipursky, Vice-President Mental Health and Addiction Services and Chief of Psychiatry. "By moving forward with this project, the Ontario government is providing our team with the opportunity to expand our exemplary clinical care while we continue to break down the stigma associated with mental illness."



From L to R: Dr. Robert Zipursky, VP Mental Health & Addiction Program; Ms. Juanita Gledhill, Chair, Board of Trustees, Hamilton Haldimand Brant Norfolk LHIN; Ms. Sophia Aggelonitis, MPP and Dr. Kevin Smith, President and CEO.

St. Joseph's celebrates first baby of the New Year



Mother and child: Baby Orion Fogal with Mom, Diana.

St. Joseph's Healthcare Hamilton welcomed our first baby of 2009 at exactly 4:28 a.m. on January 1st, 2009 - 7lb, 1oz Orion Fogal.

Orion, third child to Diana and Jeremy Fogal was Hamilton's second baby of the new year. He was named after one of the largest constellations, *Orion*. "The Hunter", as this constellation is often referred, was clearly visible in the clear night sky in the early hours of the new year.

The family was presented with a gift basket chock-full of baby items. Many thanks to the following sponsors for their kind contributions: Baby World, Bryan Prince Bookseller, Oxford Mills Bedding and Towel, Kushies Baby, Springy's, St. Joseph's Healthcare Foundation and St. Joseph's Healthcare Volunteer Association.

Q & A

Diana Elder, St. Joseph's new Director of Human Resources talks about the hospital's new Attendance Management Program and how it will benefit the organization.

What is the Attendance Management Program?

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 Attendance Management Program is designed to increase awareness around the importance of regular attendance at work by monitoring the attendance records of all employees. The program provides a consistent approach with respect to both excessive absenteeism and excellent attendance by providing feedback to employees regarding the impact of absenteeism and offering them assistance, and by recognizing those employees who attend work on a regular basis.

Why was this program developed?

Many SJHH employees have excellent attendance records, however, there are a significant number of employees who are regularly absent for substantial periods of sick time each year. In fact, in a recent OHA survey of over 120 hospitals, SJHH had the highest rate of absenteeism among teaching hospitals in Ontario, and a review of our sick time in 2007 estimated \$9.2 million spent on sick time costs. This figure does not take into account the additional costs to the hospital in overtime, replacement, loss of productivity, increased workload and lower morale.

Given the hospital's financial challenges, it is clear that we will not be able to sustain this level of absenteeism without impacting on the services that we deliver to our patients and community. It is evident that we need

to reduce these costs and raise awareness around the impact of poor attendance.

A main objective of the Attendance Management Program is to establish a procedural framework that will provide a basis for a consistent approach related to absenteeism, increase awareness and accountability in order to create an attendance culture within SJHH.

What are the components of this program?

The Attendance Management Program consists of five stages. Every six months, each employee's attendance will be reviewed in relation to the SJHH standard for absenteeism and employees will move through the stages based on whether or not they have exceeded the standard during the review period.

Based on attendance reports that managers receive, employees will meet with their manager, or supervisor, if they have exceeded the SJHH standard for absenteeism to discuss their absence. At each meeting, the employee will receive an attendance letter confirming their level of absenteeism during the previous six months and outlining the expectation for improvement in the future. The services of the Employee Assistance Program, Occupational Health and Safety, and Human Resources will be offered to the employee as appropriate.

What will be expected of staff?

All staff are expected to take personal responsibility for regular attendance at work and to familiarize themselves with the Attendance Policy.

Employees are expected to maintain a commitment to regular attendance at or below the SJHH standard of four incidents and/or 38 hours in a six month period, or four incidents in a six month period for those who work extended tours.

Any employee who exceeds the SJHH standard will be expected to meet with their manager to determine if they require any assistance and to work towards improving their attendance.

Employees are expected to follow both the absence reporting process within their departments and the hospital's return to work procedures, providing the proper medical documentation when required.

How will this benefit SJHH?

The quality of healthcare at SJHH relies heavily on the skills and expertise of all employees, whether they are involved in direct patient care or in providing a support service. Critical to our success is the personal commitment of every employee to regular attendance. If every employee takes responsibility for regular attendance at work, we can reduce our sick time cost at SJHH, promote a positive and healthy working environment for employees, and improve the services we deliver to our patients and our community.

When will this new program be launched?

The changes to our policy have officially taken effect as of January 1, 2009.

Living the Mission

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

Dear Sir or Madam,

I want to provide my thanks and appreciation to St. Joseph's Healthcare Hamilton. My mother was a patient on the 4th floor Teaching Unit and the Geriatric Service for two weeks in July.

My family's experience with the staff made a difficult time in our lives a very positive experience. In particular, Dr. Tiboni and her amazing interns, the Palliative Care physician, Nurse Greg, PSW Grace, and Student Nurse Dan. The people my mother, my family and friends came into contact with were exemplary professional and caring people. I was impressed and appreciative of their dedication and devotion. We were made to feel that our questions and concerns were always welcome and answers were immediately forthcoming.

Tasks were performed with incredible kindness and respect for my mother. I was particularly impressed with the "human" approach shown by the doctors and interns. Their bedside manner was warm and comforting. Small gestures such as sitting down and taking the patient's hand was reassuring to both my mother and myself.

I hope that St. Joe's remains the wonderful healthcare centre it is today and that the wonderful people giving of themselves every day, continue to have the opportunity and means to do what they do so very well. They are gifted people and deserve recognition, as well as an environment and infrastructure that will continue to allow them to accompany patients and families through painful and tragic times.

Sincerely,
Ms. Irena Freel

SJHH unveils renovated "Teen Zone" at Eva Rothwell Resource Centre



On November 22, 2008, scores of local children of all ages showed up to attend the grand opening of the newly renovated "Teen Zone" at the Eva Rothwell Resource Centre. The Centre, located at the former Robert Land School in Hamilton's North End, serves underprivileged kids from the surrounding Keith Neighbourhood.

The SJHH Redevelopment Department teamed up with hospital staff and local contractors to oversee this 'Extreme Makeover' of the "Teen Zone".

Donations of new furniture, flooring, and entertainment systems were all generously donated by SJHH's contractors and shelves were stocked with the help of donations from staff, physicians and volunteers.

The grand opening featured food and fun for all including an appearance by the Reptile Man, and Magician Nicolas Wallace.



On behalf of the SJHH United Way Committee, many thanks to everyone who helped make this project a tremendous success!

At SJHH, safety is everyone's business

By Margaret Doma, Risk Manager, SJHH

In keeping with our strategic goals of Patient Safety and Quality of Worklife, SJHH has embarked on a new system of reporting and managing patient and visitor safety incidents.

This new electronic web-based reporting system now replaces the old paper-based system. The reporting of safety incidents (including near misses) is fundamental to establishing and sustaining a non-punitive culture of safety.

This initiative is in collaboration with our LHIN partners. By the end of 2010, all LHIN hospitals and CCAC's will be using the same safety reporting system which will provide us with an opportunity to share data on particular incident types, such as falls, medication and blood

and blood products.

During the Patient Safety Workshops, staff told us that they wanted an electronic safety incident reporting system that was not only user-friendly but also able to report in real time and ensure feedback from the manager to the staff person who submitted the report.

Please note that SJHH email passwords are required to access the system so please contact Lee Hawley at ext. 33516 to reactivate your account.

Safety is everyone's responsibility which includes the reporting of safety incidents. For more information on this important safety initiative, please contact Marg Doma at ext. 35591.

Honouring a St. Joseph's love story

An event was held on October 29, 2008 to commemorate a love that began at St. Joseph's Healthcare over a half century ago. That day, a bench in the Sisters of St. Joseph of Hamilton Spiritual Garden was dedicated to Dr. Nicholas and Mrs. Margaret Rizzo in honour of their 50th wedding anniversary.

The Rizzo family is deeply connected to St. Joseph's - Margaret Rizzo first came to study at the St. Joseph's School of Nursing in 1955 while Dr. Rizzo arrived as a summer medical intern in 1956. The pair met at the hospital on July 12, 1956. Dr. Rizzo

fondly recalls "It was the summer I met my beautiful nurse." They married two years later.

Ever since, they've been serving this hospital, she as a nurse and past-president of the St. Joseph's School of Nursing Alumnae Association and he as a staff physician for 50 years, past president of the Medical Staff, and

former Medical Director. Their relationship with St. Joseph's has truly



Celebrating 50 years together: Dr. Nicholas and Mrs. Margaret Rizzo.

been, as daughter Rosanne Berdusco put it, "a family affair," as all five of the couple's children were born here and all have volunteered or worked here at one time or another.

Paul's First Letter to the Corinthians was recited at Nicholas and Margaret's wedding, at their recent anniversary mass, and at each of their five children's weddings. The inscription on the plaque that adorns their bench begins with that same verse:

The Greatest of These is Love

Inspired by their beautiful and enduring love, that began in 1956 at St. Joseph's Hospital, the children and grandchildren of Dr. Nicholas and Mrs. Margaret Rizzo lovingly dedicate this bench in honour of their 50th Wedding Anniversary - October 25, 2008

that started it all and be as abundantly blessed."

Mrs. Berdusco spoke at the event and relayed that she and her siblings simply wanted "to celebrate the incredible life and love that these two wonderful people have shared. To thank them for being the most amazing role models. We can only hope that those who sit on this bench be touched by the love

Body Watch

Facts About Fats

While fat in excess amounts can be harmful to our health, it is absolutely necessary for proper nutrition. It is currently recommended that healthy adults get 20% - 35% of their total daily calories from fat. Here is some information on three popular types of fat.

Unsaturated fats should make up the majority of your total fat intake. These are liquid at room temperature, heart healthy and can help lower disease risk. Foods like avocado, nuts and olive oil are an excellent source of unsaturated fat.

Saturated fats are solid at room temperature and come mostly from animal sources. These fats can increase your risk of heart disease and stroke and should make up less than 7% of your total daily calories. Foods like beef, butter, full fat dairy products and coconut oil are high in saturated fat.

Trans fats are the most dangerous to your health. They not only lower levels of good cholesterol but they also raise bad cholesterol levels in the blood. These fats are found in fried foods, hydrogenated margarines, shortening and baked products.

Thanks to new Canadian laws, these fats are disappearing out of our foods but check product labels to make sure you're choosing items with the lowest amount of trans fat possible.

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

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RAPID Rounds:

A multidisciplinary approach to improving patient flow

By Valerie Thorton, Clinical Utilization Manager for GIM & Nephrology and Michelle Joyner, Performance Improvement Consultant, SJHH

For the past 18 months, Valerie Thornton, Clinical Utilization Manager for General Internal Medicine (GIM) and Nephrology has been examining Patient Flow issues from the Emergency Department to GIM, as well within the service. Implementing RAPID Rounds (Review, Assessment and Planning for Imminent Discharge), was identified as a central recommendation of her project and in May 2008, GIM began to pilot RAPID Rounds.

Valerie's role was funded through the Senior Team's Strategic Planning Committee with a goal to improve efficiencies in Patient Flow. She has led the implementation of RAPID Rounds with the guidance and support of Dr. Hugh Fuller, Chief of GIM and Ida Porteous, Clinical Director.

RAPID Rounds focus on the collaborative development of a discharge plan for each patient. These rounds involve a 15-20 minute daily review of the patient's progress by the physician and multidisciplinary team during which a colour coded, Estimated Discharge Date (EDD), is established. The needs of all

patients are reviewed, including admitted patients waiting for a bed from the Emergency Department and any off-service patients on other inpatient floors. This EDD is updated daily via an electronic tracking board designed by Dr. Fuller. This tracking system allows the entire team to prioritize their work based on discharge readiness.

The result is an organized and scheduled discharge plan with emphasis placed on earlier, proactive referrals to both Allied Health and the Community Care Access Centre (CCAC). Allied Health team members and the CCAC Case Manager actually enter the system and update the electronic board with "real time" status information on their respective work with the patient. The tracking board and the rapid daily review allow all team members to be aware of the patient's progress as well as any obstacles impacting discharge.

The organized discharge planning process translates into a more efficient use of hospital resources. While evaluation data is still being compiled, early outcome measures have been

encouraging with benefits to the Acute Length of Stay in GIM already identified. Similarly, referrals to the CCAC in March 2008, indicated that only 31% of referrals were occurring prior to the day of discharge. This resulted in patients frequently being delayed leaving the hospital. By August 2008, three months after RAPID Rounds began, CCAC received advance notice of the discharge about 80% of the time - a huge increase in efficiency.

Valerie is currently completing a discharge study looking at both the number of discharges per month pre and post RAPID Rounds. She will also look at the time of day in which the discharge order is written which will be compared with the time of day that the patient actually leaves the building. The goal is an important one as the hospital works towards achieving an 11:00 a.m. discharge time for all its patients. Valerie is hopeful that these measures will demonstrate gains from the baseline in March 2008, and ultimately, a shorter ED Length of Stay for admitted GIM patients.

Storm Stories...

Here is an example of how St. Joseph's Healthcare staff continue to live our mission...even in the midst of a winter snow storm!!

While escorting a patient home on discharge during the December 19th snow storm, an RPN from General Internal Medicine shovelled the driveway and front steps....to ensure safe entry into the patient's home.

An evening supervisor from the Grimsby area commandeered heavy construction equipment being used on her street to lift her car out of her driveway onto the road so she could get to her shift on time.

Now that's dedication!

SJHH giving reaches an all-time high

December was definitely a time of true generosity at SJHH! Many thanks to all St. Joseph's Healthcare Hamilton staff, physicians, volunteers and visitors for their donations of winter gear, toys and cash to benefit the Good Shepherd Centre of Hamilton. In total, over \$500 was donated from all three campuses and over 600 toys were collected for local children.



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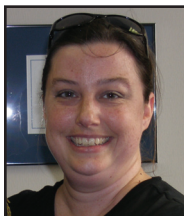
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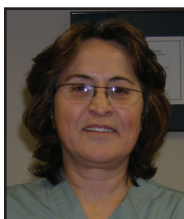
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\$4,798.50



Winner:
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\$4,770.00



Winner:
Pauline Ho-Young
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Draw Date:
November 13, 2008
Prize Amount:
\$4,764.00



Winner:
Fahriye Altin
Department:
Hemodialysis
Draw Date:
November 27, 2008
Prize Amount:
\$4,803.00



Winner:
Donna Bowser
Department:
Emergency Psychiatric Services
Draw Date:
December 11, 2008
Prize Amount:
\$4,788.00



Are You Code Ready?

Emergencies, disasters, accidents and injuries can occur at any time. Being prepared to respond to an emergency is an individual as well as an organizational responsibility. Hospital Emergency Codes are used to denote to staff various kinds of emergency situations, including the immediate dispatch of a response team to the identified situation. The codes are intended to convey essential information quickly and with a minimum of misunderstanding to staff, while preventing stress or panic among visitors to the hospital. In order to ensure a rapid response to an emergency, please remember to dial ext. **7777** when you are at any one of our three campuses. For all other SJHH offsite locations, please dial 911 to initiate a medical, fire or police response.

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As part of the Recycling and Reduction Program at SJHH, we are also pleased to introduce a Green Depot for the exchange of gently used office supplies. This initiative will save our landfills and the costs associated with the transport of these items amounting to more money for healthcare.

A room has been dedicated at the Charlton Campus for staff to deliver their discarded office supplies, and to have the ability to then select from the inventory for needed office supplies.

The Green Depot room, located in Rm. M244, Marian Wing 2nd floor - Charlton Campus is open from 9:00 a.m. to 5:00 p.m. daily.

Absolutely no dumping of materials at the door and all materials must be clean and ready for use by the next individual and may include: binders, tabs, *folders, paper clips, fold back clips, pens, pencils, markers, staple removers, staplers, small file organizers, paper, cork boards and white boards. **Please note that tags with patient names must be removed from folders to comply with the Privacy Act.*

Not permitted: computers, keyboards, printers, fax machines, toners, telephones, office furniture and filing cabinets.

For more information, please contact Gail Gray, Research Administration at ext. 36115 or email ggray@stjoes.ca.

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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