

March 2011

President's message



As you know, on February 10th, we declared the very serious C. Difficile outbreak at our Charlton Campus officially over. During this challenging time, a total of 63 patients contracted the illness in our hospital and 13 of those patients have died - all the patients and their families suffering tremendously. Our hospital and our practices came under intense scrutiny and criticism in a most public way.

Getting this outbreak under control was a testament to the hard work and devotion of many. Since the outbreak was announced, we have revised 32 different processes, devised new testing based on DNA technology and revised our cleaning protocols and supply chains. There have also been many excellent ideas and innovations as a result which will prove to benefit all of our Campuses. For all of you who worked so hard in controlling this outbreak, I thank you sincerely.

However, even as we may feel overwhelming relief that this outbreak is now over, we absolutely must not become complacent. Sadly, cases continue to occur at St. Joe's reinforcing the need for the ongoing focus and vigilance of all front-line staff, physicians and managers - at Charlton, King and West 5th campuses. We have had outbreaks of different infections at all of our sites and as always we need to closely monitor and ensure all of us are compliant with the fundamentals of hand hygiene, the use of protective equipment, the careful use of antibiotics and thorough facility cleaning. Infections are the single most common cause of death in our hospital. Reducing preventable infections such as C. diff must be a key focus for us all and our patients should expect no less.

We look forward to your continued support as we work to ensure St. Joseph's Healthcare Hamilton is the safest and healthiest environment for all patients, visitors, volunteers, learners and staff.

Sincerely,
Dr. David Higgins

Haiti: One Year Later

A Personal Reflection

On October 16th, a team of healthcare professionals embarked on what would be the start of the fourth outreach trip to Haiti for the St. Joseph's Health System (SJHS) since last year's most devastating earthquake. Since that time, over 100 volunteers from our program have made the journey to this troubled country. While a number of volunteers came from other hospitals and some private sector firms, the vast majority have been SJHS employees.

As the newest member of the International Outreach Program, this was my first visit to Haiti. To say it was an eye-opening experience would be an understatement. Before going to Haiti, I had zero exposure to the developing world and I'm finding that I am still processing the experience. I've had the opportunity to tell my stories on a number of occasions; although each time, the story changes somewhat. I see new things or reflect on experiences differently with each day that passes. Some days, the people of Haiti flood my dreams and I wake up feeling helpless. On others, I think about the mother stopping to get her child's shoes shined, amid rubble and devastation



All smiles: Linda Brook, OT, Director of Cardiac Rehabilitation, St. Mary's General Hospital poses with a grateful young patient.

Cont'd on Pg. 6



Now even faster service from Human Resources!

HR has begun an initiative to identify new opportunities to further improve our services. Employees have been asking for better access to their benefit and pension information, as well as the capability of accessing information for their personal needs. As a result we have made available new online forms which can be found on MyStJoes.

You now have the convenience of accessing the following forms from home:

- Employment Verification Request
- Employee Change of Information
- Leave of Absence
- Over age Dependant Form
- Declaration of Common-law Spouse
- ONA Transfer Form

We have also improved our services by identifying frequently asked questions, which will assist you to get the right information quickly. These FAQs include information on what to do for maternity/parental leave, retirement, benefit enrolment eligibility and more.

Current job postings with ability to submit your online applicant profile and current resume are available on the site.

For questions about health and dental claims, coverage, history or to access wellness information, visit www.manulife.ca/groupbenefits/secureserve or call Manulife Customer Service at 1-866-769-5556. You will need your Member ID and Group Policy Number.

Have a question about your pension statement, buying back past service, retirement planning estimates or changing your beneficiaries? Be sure to visit www.hoopp.com or call Healthcare of Ontario Pension Plan (HOOPP) Client Services at 1-877-434-6677. Divested OPSEU members can also visit www.optrust.com OPSEU Pension Trust or call 1-800-906-7738.

For changes to Life Beneficiary and benefit coverage, please call the Employee Helpline directly.

*Submitted by Betty Kenney
Benefits Program Administrator, HR - SJHH*

Foundation launches new interactive website

Visitors to the St. Joseph's Healthcare Foundation website will be greeted with a great new look, improved navigation and functionality.

The enhanced site highlights the Foundation's fundraising priorities and activities, offers online event registration, eNewsletter subscriptions, and gives donors more online giving opportunities.

For St. Joe's staff, the new website offers easy access to information on the Foundation's popular employee programs such as the Staff Education Grants and the Payday Payouts Lottery. (A new lottery season is fast approaching this April! Visit the website for more details).

"We are very excited about the launch of our new website. From day one our goal has been to provide better access to information while giving web visitors a user-friendly online giving experience that is safe, easy, convenient and secure," says Sera Filice-Armenio, President and CEO of St. Joseph's Healthcare Foundation.

One new feature of the site is the online community. Once registered, community members can access the 'My Account' function to manage their profile (view and update personal contact information), manage their mailing preferences and sign-up for e-communications. In addition, online members will be invited to participate in polls and surveys aimed at driving future web content and features.

To build the Foundation's online community, each web visitor who registers on the site before March 31, 2011 will be entered into a draw for a chance to win a \$25 Tim Hortons gift card.

To view the website, please go to www.stjoesfoundation.ca.



Physician recognized for exemplifying Mission

Congratulations to Dr. Joe Ferencz, recipient of the 2011 Sister Joan O'Sullivan Award. This award, presented at the recent Medical Staff Dinner held in January, is given out annually to a St. Joseph's Healthcare Hamilton physician who exemplifies the mission, vision and values of the hospital and the Sisters of St. Joseph of Hamilton.

Award recipients are recognized for demonstrating respect for the dignity of all persons with special obligation to the poor and unwanted, their availability to staff and patients/clients, their contributions to creating an effective environment for learners and their pursuit of excellence in their fields. Considered an "inspiration leader," Dr. Ferencz was recognized for his true commitment to serving those with severe and persistent mental illnesses and his devotion to his clinical work in this area.



Congratulations again to Dr. Ferencz on this well-deserved achievement!

West 5th Campus

After many years of hard work, we have finally reached Financial and Commercial Close and as such, the new West 5th Campus proposal has officially been approved! Photographs of the new hospital design can now be viewed on the Redevelopment page on MyStJoes.

Led by *Plenary Health*, the new state-of-the-art facility will provide the regions we serve with access to the best possible prevention, diagnosis and treatment practices in the most modern and welcoming healthcare environment.

The Ministry of Health and Long-Term

Care will fund the project, with an expectation that our hospital will contribute to the overall cost through support by our Foundation and generous donors. The price of the new hospital will include design, building, financing and maintenance for 30 years, with a total ongoing cost over time of \$1.196 billion, which equals approximately \$581 million in today's dollars. We have also worked closely with Ontario Realty Corporation to negotiate a 49 year lease of the property, with the hospital owning the new building.

Construction has already begun, with

some staff relocating to the Beckfield Building on site to allow for needed construction inside the J and H Wings. Construction fencing (hoarding) has been erected, meeting trailers have been assembled and PCL, our construction company, has taken up residence on site.

We look forward to sharing our progress with you on MyStJoes, in *Connections* and through meetings and emails where necessary to ensure everyone is informed of changes taking place on site, momentous occasions and any impacts due to construction.

Perioperative Surgical Centre - Charlton

The Redevelopment Department celebrated an exciting year of construction in 2010 and we are looking forward to late summer 2011 which will bring the completion of our new state-of-the-art operating and patient care centre with its 12 new operating theatres, 14 post-anesthesia care [PACU] beds, a 22-bed Day Surgery Unit and a Sterile Processing and Distribution Department.

The new operating theatres, some of the most technologically advanced in North America, will be designed to specifically suit the needs of St. Joseph's surgical specialties, including cancer surgeries and live organ kidney transplants. They are being designed and constructed to accommodate image-guided surgery and minimally invasive surgery. The latter of which has already demonstrated improved outcomes, such as more efficient patient flow, shortened post-operative hospital stays, and lowered risk of hospital-acquired infections.

Last fall, we reached many important construction milestones, including:

- Most of the ORs have been drywalled, making the construction area *look* like OR rooms!
- The entire exterior of the new building is now complete with all brick work, exterior glazing, metal siding and roofing in place.
- SPD equipment has been delivered and construction is in its final stage as paint and floor finishes are being applied.
- We are moving forward with recommendations given by staff after touring the *mock* OR room and have toured key staff through the surgical centre to gain feedback on *mock* patient bay 'headwalls' and *mock* handwashing sinks.

We will be sharing more move and project updates soon so we encourage you to look to the Redevelopment pages on MyStJoes and the construction bulletin board located in the current OR corridor. Watch for Open House invitations to be sent out to staff later in the year!

Thanks for your continued support as we work towards the unveiling of our new Perioperative Surgical Centre.



Prevention of violence is a priority at St. Joe's

Bill 168, an Act to amend the Occupational Health & Safety Act with respect to violence in the workplace, came into effect June 15, 2010. Workplaces in Ontario are now required to have the necessary policies, programs, measures and procedures in place.

About four years ago, St. Joseph's Healthcare assembled a steering committee, made up of employees, union representation and management, who developed and implemented a *Prevention of Violence in the Workplace Policy*. With the introduction of Bill 168, St. Joe's current definition of Violence in the Workplace was amended to include "behaviour" and a definition for History of Violence for compliance. Thanks to those who had the vision to create and implement a program that supported and protected our staff prior to legislation.

We are committed to and strive for the prevention of violence in the workplace. Violent or abusive behaviour will **not** be tolerated. Action will be taken to protect our employees, physicians, learners, volunteers, contractors, patients/clients, and visitors. Our policy addresses the responsibilities associated with the prevention and management of violence in the workplace as per the Occupational Health & Safety Act.

Revised definition of Violence in the Workplace

- a) the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker,
- b) an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker,
- c) a statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker (Occupational Health & Safety Act 1990, Rev. June 2010).

New additional definition for History of Violence

Includes the duty to provide information, including personal information, related to a risk of workplace violence from a person with a history of violent behavior if,

- (a) the worker can be expected to encounter that person in the course of his or her work; and
- (b) the risk of workplace violence is likely to expose the worker to physical injury (Occupational Health & Safety Act 1990, Rev. June 2010)

A copy of the *Prevention of Violence in the Workplace Policy* can be found on MyStJoes under <http://mystjoes/policies/Policies/100-ADM.pdf>.

*Submitted by Bill Jarvis
Occupational Health & Safety, SJHH*



Food Allergy or Intolerance?

In Canada, 3 to 4% of adults and 6% of children have true food allergies. What most people report as an allergy is usually a food intolerance as the words intolerance and allergy are often used in the same way but are completely different.

The difference between an allergy and intolerance lies in the immune system. A food allergy is when your immune system reacts as though the food were harmful and something to be fought off. The first time the food is eaten, the body sets up a defense mechanism and creates antibodies to fight the allergy. The second time it is eaten, the body releases those antibodies and other chemicals to defend itself and an allergic reaction occurs. The most common food allergies are peanuts, fish, milk and eggs.

The symptoms of a reaction can be as mild as hives and tingling in the mouth to life threatening reactions such as difficulty breathing. Even a trace amount of the food can cause a reaction.

Those experiencing severe allergic reactions should ALWAYS carry an epinephrine auto-injector (also know by the brand name EPI-pen) and it should be used at the earliest signs of a reaction.

If you have a reaction to a food but it is not an allergy, then it is likely an intolerance. You are unable to digest or absorb particular foods or ingredients. It takes a larger amount of the food to trigger a reaction. Symptoms may include gas, bloating, vomiting, and diarrhea. Most common is lactose intolerance, which is an inability to digest lactose (a natural sugar in milk).

Children may outgrow some food allergies, however there is no guarantee, especially if the allergy involves peanuts, shrimp or fish. Also remember that food allergies can develop at any age.

**Safe Care for our patients is #1
so please follow the...**

5

C's

- C**lean hands
- C**lean equipment
- C**lean environment
- C**lear communication
- C**onsistent processes

Are You Code Ready?

Key Points to Remember!

- Code Green means that a partial or entire building or campus evacuation is required as a result of a fire, bomb threat, hazardous material spill, critical infrastructure loss or serious building damage.
- Code Green procedures ensure a controlled response to the evacuation needs of the incident while ensuring the safety of all patients, visitors, staff, and volunteers.
- Patient must be evacuated according to physical condition:
 - o Ambulatory
 - o Wheelchair/Semi-Ambulatory
 - o Non-Ambulatory (requires the greatest resources to move)

Notification

- *Code Green - Standby* (First Stage Fire Alarm): All areas located within the zone/building/area must return to their work area and prepare for evacuation upon hearing the First Stage of the Fire Alarm. Staff may also hear “Code Green Standby” announced overhead in the event of other situations that may warrant an evacuation.
- *Code Green - In Effect*: This can be signalled by the Second Stage Fire alarm where the bells ring rapidly. *Code Green - In Effect* might be unit/building specific or may involve the total campus.
- *Code Green - All Clear*: This identifies that all areas are to resume normal duties. Areas that have been evacuated will be directed and receive instructions from the Incident Command.

Evacuation Routes

It is important that you know the various evacuation routes in your area!

Evacuation by Compartments - Horizontal Evacuation

- Evacuation by compartments or fire zones is accomplished by moving between a set of smoke barrier doors known as a fire compartment.
- Moving from compartment to compartment will protect patients and staff without moving too far, known as horizontal evacuation.
- Horizontal evacuation can be self initiated if there is clear and present danger.

Vertical Evacuation

- Vertical Evacuation is always moving down via the stairwell and is never up or below grade or ground level.

Code Green

Submitted by Stephanie Trowbridge
Manager, Emergency Preparedness, SJHH

Releasing Time to Care™ on 7 Nephrology

On November 26th, 7 Nephrology celebrated the launch of the Releasing Time to Care (RTC) program. RTC, which began in the UK, was brought to Canada by the Centre for Health Quality Improvement. St. Joe's and Mount Sinai hospitals are participating in the second wave of the program with Nephrology piloting the program for the next year.

By Releasing Time to Care, teams will be able to efficiently deliver better and safer bedside care to their patients. The RTC quality improvement methodology, developed specifically for healthcare, has realized many improved outcomes for both patients and staff including reduced falls, skin breakdown, infection rates plus increased patient and staff satisfaction. As we work with RTC, we will track outcomes on the “*Knowing How We're Doing*” board, through weekly huddles and by continued feedback from interdisciplinary and interdepartmental collaboration.

Everyone has a stake in how their unit performs. By asking for opinions and listening to suggestions, this program is truly driven by frontline staff. It is supported by a senior management team, the RTC modular process and a coach. Staff will drive the changes on their unit with a hands on approach. This will help to promote cohesive team work to achieve the units objectives through ownership and responsibility for issues, resolutions and required change.

This year promises to be an exciting year for Nephrology as it reshapes itself into a unit that maximizes productivity to release time to care.



Pictured from L to R: Anne Howarth, Rick Badzioch, Kim Stelmacovich, Heather Hoxby, Jenn Donnelly, Susan Guastadisegni, Winnie Doyle and Teresa Morosin.

Submitted by Susan Guastadisegni
Nephrology Dept., SJHH

Accreditation 2011:

Investigate, Celebrate, Innovate!

St. Joseph's Healthcare Hamilton is committed to providing safe, kind, effective care with an emphasis on patient safety, family centredness and continuous improvement within a learning environment. Accreditation is one of the ways we as an organization take stock to assess our care, our processes, our teams and our goals with a view to making improvements and "getting it right."

The online self assessment portion of the accreditation process was conducted in the Fall with a very healthy 71% response rate from staff across all programs and services. Thirty nine teams completed a Standards Questionnaire and two surveys: Patient Safety Culture and Worklife Pulse. Red, Yellow or Green "flags" were generated based on the percentage of responses in the "best answer" category for high priority items.

	Red	Yellow	
Standards Questionnaires	158 (8%)	894 (48%)	
Required Organizational Practices	26 (1%)	152 (5%)	Below 49%
Patient Safety Survey	10 (5%)	30 (7%)	50%-79%
Worklife Pulse Survey	4 (2%)	13 (6%)	80%-100%

There may be a number of reasons staff responses produced red and yellow flags including:

- a true gap exists that requires attention,
- staff did not know about an existing process that addressed the question,
- staff did not make the link between the question and a process they do know about,
- staff did not understand the question.

These results are currently being reviewed by each Program/Service Quality Council to determine what is working well and what opportunities for improvement might exist.

As we prepare for the on site external review May 15-19...*Investigate:* Look for "Did You Know" Posters and other information sources in your area such as the Quality Boards, Patient information Boards, team communication books, or huddles. *Celebrate:* Identify those things we are doing well and discuss with your teammates. *Innovate:* You may be asked to provide input into making a change in care or service or team communication. Your ideas are essential to developing meaningful processes that ensure safe patients and a healthy work environment.

Submitted by Ann Higgins
Quality & Patient Safety Consultant, SJHH

Cont'd from pg. 1

and I am humbled by her fierce desire to hold on to the one thing she can control – her dignity. On other days, I'm angry and frustrated that a little baby had to die and her only sin was to be born in a place that couldn't care for her.

At the end of every conversation, someone invariably asks "now what?" As I see it, we can either try (and maybe fail) or we can walk away and do nothing, rallying against the impossibility of it all.

We choose to try.

To all of you from the St. Joe's extended family who have volunteered for this experience, thank you. You have worked tirelessly in the face of enormous obstacles and frustrations, but you have lived the mission of our great system and you are a testament to your profession. I remain in awe of your humanity and your commitment to helping those who simply need help.

For those who have supported our work and followed our progress, I want to thank you also. As many of you know, we started a blog for our last trip and it is my intention to keep it going so please bookmark the site, visit us on Facebook, and pass it around. The blog is at www.internationaloutreach.wordpress.com

Please keep the people of Haiti in your thoughts and prayers.

Peter Sweeney
President

International Outreach Program

January 2011

Take a Break Promo is Back! For limited time only...



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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

Much needed repairs result in changes in Charlton's parking areas

Repairs to our Ramp 1 Parking garage at our Charlton Campus will begin on Thursday, March 10th. As a result of this work, the St. Joseph's Drive entrance will be temporarily closed.

Staff who usually park in Ramp will now need to enter Ramp 2 via James Street. Ramps 1 and 2 are now connected through the newly constructed laneway located on Level 7. Once Ramp 2 is full, traffic can cross the laneway to use the remaining three top levels in Ramp 1.

It is imperative that staff pay close attention to all directional signage in the ramps as changes have been made to the regular flow of traffic. We've also completed the exit from Ramp 2 to St. Joseph's Drive to improve traffic flow at the end of the day.

Thank you for your patience and support as these needed repairs are undertaken!

Help **STOP** the spread of infections. Please remember to always clean clinical equipment between your patients.

Please don't forget...

If you use the equipment, you are also responsible for cleaning it after use.



St. Joseph's Healthcare awarded for role in paving the way to a cleaner environment

St. Joseph's Healthcare was recently awarded the Smart Commute Employer of the Year for 2010. The Smart Commute Awards, introduced in 2007, recognize employer members and partners who have put forth exceptional effort in implementing their Smart Commute programs. All Smart Commute transportation management associations (TMAs) from across the Greater Toronto and Hamilton areas have one organization selected to receive the award, acknowledging the organization's outstanding commitment, leadership, innovation and results. Here are some highlights of St. Joe's accomplishments in developing a culture of commuting over the last year:

- St. Joe's joined Smart Commute Hamilton in 2009 and is the fastest growing member of the Hamilton TMA.
- Carpool Zone users increased five-fold in less than one year.
- In our first participation in Clean Air Commute, 114 employees took part (the 5th highest for all Ontario organizations of 3,000+ employees).
- In the Clean Air Commute, St. Joe's participants averaged 7.41 kg of pollutant savings per employee – the highest in Hamilton TMA.
- In August 2010, we ran a very successful Smart Commute Expo, attracting over 100 staff to sign up with Smart Commute Hamilton and almost 80 staff expressing interest in the Carpool Zone.

All of our success with developing a culture of commuting certainly could not have been done without the dedication and passion of the members of EVA. Thank you to everyone who have supported our Smart Commute activities over the last year and truly embodied the spirit to choose smarter, cleaner and more sustainable modes of transportation other than Single Occupant Vehicles (SOVs).

Submitted by Bryan Herechuk
Performance Improvement Consultant - QPPIP, SJHH

Payday Payouts Staff Lottery

Winner: Matthew Palermo - Anaesthesia

Draw Date: November 25th, 2010

Prize Amount: \$5,656.50

Winner: Pauline Awitti - Cardiology

Draw Date: December 9th, 2010

Prize Amount: \$5,583.00

Winner: Christine Gauthier - Research

Draw Date: December 23rd, 2010

Prize Amount: \$5,584.50

Winner: Aida Balagic - Day Surgery

Draw Date: January 6th, 2011

Prize Amount: \$5,536.50

Winner: Angela Muraca - Lab

Draw Date: January 20th, 2011

Prize Amount: \$5,551.50

Winner: Christine McAlpine - OH&S

Draw Date: February 4th, 2011

Prize \$5,517.00

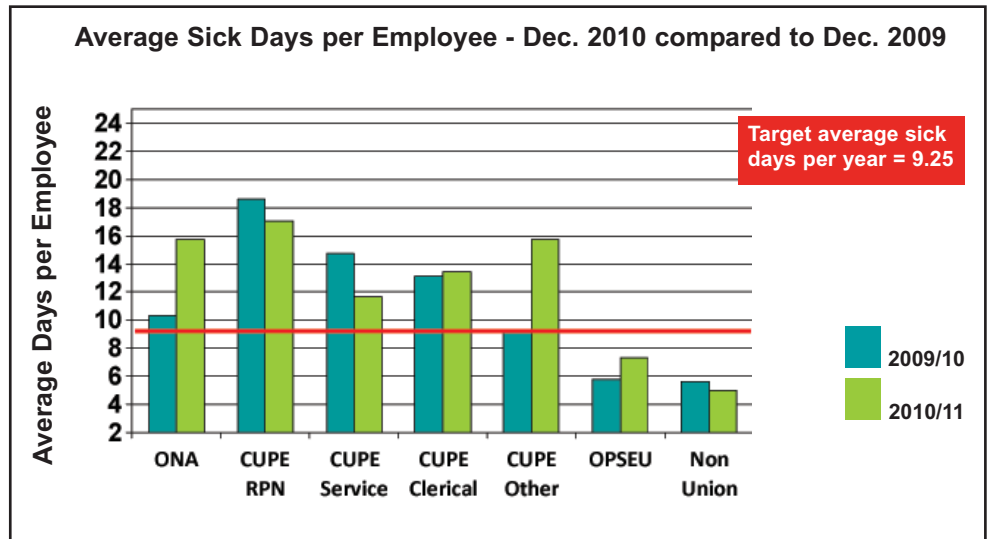
Winner: Nancy Lowell - Forensics

Draw Date: February 16th, 2011

Prize: \$5,475.00

As you may know, our lottery is sold out for 2010. Please watch for announcements for sale of tickets for 2011 beginning in April.

Creating a Culture of Attendance



Have you seen this graph?

The average sick days per employee went up dramatically in the month of December from 10.08 days last December to 11.76 days. We are currently looking into the reasons for this unusual spike.

While sick time during the month of December annualizes at an average well above our year-end target of 9.25 days for most groups throughout the organization, more than half of our St. Joe's colleagues had almost perfect attendance over the last six months.

During the July 2010 to December 2010 review period, 1,370 employees had perfect attendance and 1,319 had near perfect attendance. In addition to the letters that will be sent out as recognition, employees will also receive a \$2 coffee card from the Second Cup as a special thank you to those who were able to sustain this level of achievement. Congratulations to all!

Did You Know?

Hand Hygiene is the most effective way to prevent infections!

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 prior.

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