



# In the community

A newsletter for the community surrounding St. Joseph's Health Centre

JUNE 2008

## New State-of-the-art MRI will Enhance Patient Care



St. Joseph's Health Centre Toronto brought its new MRI machine online this spring increasing patient flow and giving physicians enhanced two-dimensional and three-dimensional images.

As a community teaching hospital, this new addition to the Health Centre's services is helping to position St. Joseph's Diagnostic Imaging Department to accommodate future patient care needs for its community. The state-of-the-art Philips

Achieva XR MR system is the first "rampable magnet" installed in Canada, said Brian Chan, Manager, Diagnostic Imaging Department.

"This unique MRI system will allow us, when the Health Centre is ready, to ramp it from a 1.5 Tesla scanner to a 3 Tesla unit with an easy and economic transition involving minimal downtime," said Chan.

"We planned ahead. St. Joseph's will be able to keep pace with the university teaching hospitals as 3T becomes the clinical standard. As a 1.5T scanner right now, it provides outstanding performance."

There is more choice in how patients are scanned, higher resolution images are produced and the length of time it takes to do the scans has significantly decreased because of the machine's operating speed. This all boils down to a higher level of patient comfort and satisfaction.

"A five-minute scan can now be done in a breath hold (24 seconds), so the patients are in the machine for a shorter period of time," said Chan. "The new MRI will allow us to increase our efficiency by 20 per cent helping to further reduce our wait times."

An artificial intelligence feature called SmartExam, enables fully automated planning based on internal anatomical landmark recognition, scanning and processing with a single mouse click for head, spine and knee MRI exams. For example, if a patient has an MRI done and returns three months later for a followup test, the machine looks for internal landmarks inside the patient and automatically lines up the way the images are scanned. If a patient's head is tilted slightly dif-

Continued on page 2

### INSIDE

On-the-job Experience for new Nurses	2
"Home-at-Last": Joint Project	4
New Beds Welcomed in ICU	5
SJHC Receives Platinum Award for Safety	5
Bridging the gap Between the ED and Paeds	6
SJHC Launches New Strategic Plan	7
Collaborating on Flo	7

Continued from page 1



ferent from the previous scan this machine will still produce the same scan that was done three months earlier.

"The end result is complete consistency from patient to patient,

from operator to operator and for follow-up exams. It benefits the physician and the patient as we can now perform MR exams with highly consistent, reproducible results with shorter scan time and better patient comfort," said Chan.

The enhanced two-dimensional and three-dimensional quality of these images is a benefit for physicians when comparing tests and deciding what the best course of treatment would be for the patient.

"We are better able to visualize

and characterize pathology that we were unable to before, and acquire images more efficiently," said Dr. Anita Chae, MRI Medical Director of Diagnostic Imaging, St. Joseph's Health Centre.

"We are getting superior quality imaging in a shorter amount of time. This adds to patient comfort because the patient doesn't have to remain in the magnet for as long a period, and the improved efficiency will help in decreasing patient wait times to hopefully provide a better service to our community."

## On-the-job Experience for new Nurses

### *St. Joseph's Benefits from Ontario's New Grad Program*

**S**t. Joseph's Health Centre was well represented at the Ontario Government's announcement of the success of the Nursing Graduate Guarantee program, held at The Hospital for Sick Children, in March.

Seven of the Health Centre's new nursing graduates attended the media conference to mark the First anniversary of the program, and heard Minister of Health and Long-Term Care, George Smitherman declared the results "spectacular".

Eighty-six per cent of new nursing graduates who have completed the Nursing Graduate Guarantee program have landed full time work in Ontario over the past year reversing a historical trend. St. Joseph's Health Centre

has especially benefited from this initiative. The program is designed to give nurses on-the-job experience following graduation from college or university and provides a guaranteed seven-and-a-half month work placement and transition to a full-time permanent position as they become available.

St. Joseph's has successfully recruited 53 new nursing graduates to participate in the program. SJHC Emergency Department nurse Monica Da Silva is one of our nurses who has benefited from this program. Da Silva started as a new graduate in the ED at St. Joe's in January after doing a pre-grad placement in the Orthopedic Department.

"The Nursing Graduate

Guarantee program provides us with time to adapt to the hospital site and to the environment we are working," she said. "It's an opportunity to experience and shadow in different areas in the hospital."



*St. Joe's Emergency Department nurse Monica Da Silva meets Minister of Health and Long-Term Care George Smitherman in Nursing Graduate Guarantee media conference.*

# Survey says . . . .

We would like to thank everyone for filling out the feedback survey included in the February issue of *In The Community*. We will be using the feedback to refocus the newsletter to better suit our readers in the coming issue. There was an overwhelming positive readership response from the surveys we received - and we truly thank you for your interest in St. Joseph's Health Centre.

We received 44 surveys back in total (41 from our physician readers and 3 from our community partner readers). Here are some highlights from the survey results:

Q: Do you read the newsletter regularly?

Yes 25  
Sometimes 16  
Not at all 3

Q: I find the newsletter's content interesting.

Strongly agree 6  
Agree 25  
Neutral 10  
Disagree 1  
Strongly disagree 0

Q: I find the newsletter's content useful and newsworthy

Strongly agree 5  
Agree 28  
Neutral 8  
Disagree 1  
Strongly disagree 0

Q: What would you change about the newsletter? A summary of the comments included:

- Improve the photography
- Creative
- Nothing
- Pretty good as is

- Discontinue gossip news
- More specific info about programs
- Send an online version instead of a print copy

Q: What stories would you like to see?

- More articles on case histories, emphasis on new medical treatments
- More of the unique spiritual, heritage, contributions of SJHC
- More information about services, programs, specialists at SJHC that community physicians can refer to
- More clinical issues and updates regarding research and clinical trials - new procedures
- More information for patients
- More information about the future plans for SJHC
- New services, new equipment and access to services and results
- Community outreach endeavors
- Physician news - research
- Local topics
- Advertise what clinical support services are offered at the hospital
- Statistics identifying patient demographics

Additional comments:

- This gives me information about SJHC that I didn't know about
- Expand colours
- Very useful
- Well done
- Thanks for the courtesy
- Not enough community content
- Looks good

If you missed the survey, please e-mail your feedback about this newsletter to [pubaff@stjoe.on.ca](mailto:pubaff@stjoe.on.ca).

St. Joseph's Health Centre has redesigned its website's homepage!

Check out the *What's New* section for feature stories and video broadcast messages from the Health Centre's President and CEO, Carolyn Baker.

[www.stjoe.on.ca](http://www.stjoe.on.ca)

## SJHC New Appointments

*From January to April 2008:*

DEPARTMENT OF OBSTETRICS AND GYNAECOLOGY  
- Dr. Violaine Marcoux

DEPARTMENT OF SURGERY  
- Dr. Harold Braden - Surgical Assistant  
- Dr. Allan Vescan (Otolaryngology)

DEPARTMENT OF LABORATORY MEDICINE  
- Dr. James Cullen

DEPARTMENT OF PAEDIATRICS  
- Dr. Rahul Saxena

DEPARTMENT OF MEDICINE  
- Dr. Bindee Kuriya - Clinical Assistant  
- Dr. Shane Shapera - Clinical Assistant

## Home-at-Last: a Joint Project Between SJHC and Local Community Support Services

By Rick Edwards  
Community Engagement & Urban Health



The previous issue of *In The Community* highlighted some of the Toronto Central Local Health Integration Network's (TC-LHIN) initiatives to enhance services. This issue looks at a service called "Home-at-Last", initiated through a joint project between St. Joseph's Health Centre and local Community Support Services (CSS), now being implemented city-wide under the TC-LHIN's Aging at Home strategy.

In August 2007, the government of Ontario launched a three-year, \$700 million Aging at Home strategy designed to support seniors to live healthy, independent lives in the comfort and dignity of their own homes. TC-LHIN received \$48 million of this amount to plan and fund projects, beginning April 2008. The Toronto Central Home-at-Last Program is one of 16 projects funded out of some 60 project proposals submitted to the TC-LHIN.

This program is an integrative hospital-community collaboration that provides a smooth transition for the client upon hospital discharge, streamlining the process

of moving a senior from hospital to home. The program ensures that eligible clients discharged from participating hospitals are connected to the CSS provider in their area of residence, in a sustained relationship that aligns with what is offered by other service providers. In practice, this means that a Personal Support Worker (PSW) escorts the client from hospital to home and assists him or her with settling in, through such things as home-making, picking up medications and/or organizing Meals-on-Wheels and CCAC services, when referred.

The Toronto Central Home-at-Last Program is based on the successful experience gained through a small pilot project involving four CSS agencies from the west end of Toronto serving eligible clients discharged from St. Joseph's. The TC-LHIN-wide Program eventually will involve some 10 community partners and six hospitals from across the city.

The program exemplifies the integrated service to which the TC-LHIN aspires, but also the willingness of St. Joseph's to

engage with community partners in the planning and delivery of such service.

In another vein completely, the TC-LHIN at the end of March announced that Matt Anderson had been appointed the new TC-LHIN CEO. Mr. Anderson came from the University Health Network (UHN), where he was Chief Information Officer. He has also served as Executive Lead for the Toronto-based, 13 organization Shared Information Management Services (SIMS) Partnership and as e-Health Lead for the TC-LHIN. This experience should serve him well in identifying, planning and implementing joint information, safety and process improvement initiatives that will contribute to a coordinated and integrated health care delivery system.

For more information on St. Joseph's involvement with the TC-LHIN, please contact Rick Edwards, Director, Community Engagement and Urban Health at [edwarr@stjoe.on.ca](mailto:edwarr@stjoe.on.ca) or by phone 416-530-6000 ext. 4323.

## New Beds Welcomed in ICU

Providing the safest care and delivering exceptional quality and service is one of the things that we are proud of at St. Joseph's. One of the key initiatives to put our patients first and to help create a healthy work environment became a reality on March 20, with the delivery of five new critical care beds to the Intensive Care Unit (ICU).

"These new beds will not only enhance the comfort of our patients, but they are a welcome addition to supporting the needs of our staff," said, Julie Ninnis, Patient Care Manager, ICU/CCU. "We are also proud to be the first hospital in Canada to utilize these state-of-the art beds." The new beds are part of the bed replacement strategy, an initiative that began in 2005. St. Joseph's Bed Replacement

Task Force developed a strategy to replace beds on an on-going basis, addressing both patient and staff safety.

One of the areas identified for bed replacement was ICU. After much research and on-site bed trials and evaluation with an interdisciplinary group, the Stryker InTouch Critical Care 2040 bed was selected.

Key safety features of this new bed include:

- Low height makes patient ingress and egress easier on both the patient and the nurse
- Back smart pivot helps maintain patient's position in bed, which can help minimize the need for caregivers to manually reposition the patient
- Electric brake eliminates the strain associated with manually engaging the brake.



## Clinical Day this Fall

SJHC is pleased to announce that our 53rd Clinical Day will be held on Friday, November 14, 2008.

Clinical Day serves to bring together physicians and staff from the Health Centre and our community for a rewarding, educational experience.

Last year over 250 participants attended including family practitioners, surgeons, nurses, interprofessional staff and community workers and partners.

Enquires can be directed to St. Joseph's Medical Affairs Department at 416-530-6731.

## SJHC Receives Platinum Award for Safety

Providing a safe environment for our patients and staff is a strategic priority for St. Joseph's in putting patients first by implementing safety initiatives to minimize and/or prevent adverse events; and inspiring our people by implementing leading practices in occupational health and safety.

St. Joseph's was awarded with the platinum award for our commitment to providing a safe working environment for our staff and patients through the use of safety engineered medical devices.

To set the program criterion,

Beckton Dickinson benchmarked all hospitals within Canada to determine the national commitment to safety. This year, 18 hospitals across Canada received a safety recognition award, and St. Joseph's was 1 of 3 hospitals to receive one of the highest awards, the Platinum award. It also came with a \$5,000 educational grant to further support our patient safety priorities.

In this picture, the award was presented by Kevin Egesborg, Business Director, Beckton Dickinson to St. Joseph's Health Centre's Kathy Millar, Corporate



Director, Patient Safety & Chief of Enterprise Risk Management, and Ed Ozog, Chief of People, Learning & Leadership.

# Bridging the Gap Between the ED and Paediatrics

*Innovative nursing research study shows child-centred care practices are making a difference and putting patients first*

By Tara Young  
Corporate Communications Student

St. Joseph's Health Centre's principle investigators Jennifer Torode, Jessica Tyrwhitt and Donna Hess and their research team have completed an innovative and intensive study looking at the benefits of a new Emergency Department (ED) Paediatric Liaison Nursing position.

Improving the flow of information, transfer times and pain management strategies, the liaison helps bridge the gap between the ED and Paediatrics.

"Paediatrics requires a different skill set because children have unique needs from adults," said Jennifer Torode. "For many sick and injured children, the health care experience begins in the ED. Children may imprint these experiences more dramatically than an adult, resulting in either a negative or positive experience."

The six liaisons chosen met certain criteria, including a cur-



St. Joseph's Groundbreaking Emergency Department Paediatric Liaison Nursing Team

rent Paediatric Advanced Life Support (PALS) certificate, three years Paediatric training, demonstrated communication and conflict resolution skills, and application of child-life principles. The intervention ran during evening shifts from November 2007 to March 2008. With the provision of child-centred care practices as

#### CHILD-CENTRED CARE PRACTICES

the priority, the liaison accompanies the child and family from the ED to Paediatrics and gives a verbal report to the admitting nurse, including the family in the process, thus ensuring transparent, inclusive care, reducing error and enhancing patient-centered care.

Results were measured through staff surveys collected pre and post-intervention, patient telephone surveys and chart review. "The study produced great results on all three fronts, clearly

indicating that this role has made a difference for those patients and staff participating in the study," said Torode.

"Stationed in the ED, yet remaining in constant communication with the Paediatric unit, the ED Paediatric Liaison has his/her finger on the pulse of both departments. The resulting cross-pollination has been fantastic, fostering learning on both sides. The Liaison also produced significant metric changes in timing, reducing the average admittance time from 3.3 hours to 1.9 hours," said Torode.

Word of this groundbreaking study is spreading. The research group has presented at a number of conferences, including the Sigma Theta Tau International Honours Society of Nursing Conference, in London, Ontario, while Credit Valley Hospital is in the process of trialing the position.

## SJHC Launches New 2008-2011 Strategic Plan:

Five new success factors will help us translate our Vision to be Canada's Best Community Teaching Hospital into a reality by focusing our attention on those activities that we believe have the highest likelihood of ensuring that we are successful in achieving our Vision.



The Health Centre engaged almost 1,000 people including members of our staff, community partners, community members and government stakeholders in a process to help us clarify our strategy for 2008-2011.

Our new strategy will focus our work around five factors that will make us successful:

- Putting Patients First
- Enhancing the Health of the Communities we Serve;
- Inspiring our People;
- Creating a Culture of Inquiry and Innovation; and
- Using Our Resources Wisely.

Each success factor is supported by a small number of strategic priorities to further focus our work, energy and action on what has to be done to achieve the Vision. Each strategic priority is supported by specific corporate objectives, action plans and a performance plan.

Please visit [www.stjoe.on.ca](http://www.stjoe.on.ca) to find out more about our exciting new three-year strategic plan.

## Collaborating on Flo

St. Joseph's Health Centre and the Toronto Community Care Access Centre (CCAC) have initiated innovative discussions with long-term care homes as part of its commitment to the Alternate Level-of-Care arm of the Flo Collaborative project.

The two organizations are meeting with staff from 14 long-term care homes quarterly to discuss the flow of the patient from hospital to long-term care. "This is the first time we have all sat in a room together to discuss things," said Sandra Dickau, Patient Care Manager, St. Joseph's Health Centre. "It was initiated by the hospital to address the flow of the patient through the health care continuum. We will continue the process of this quality improvement as all the long-term care homes would like to stay

engaged after this successful start." The aim of the discussions is to streamline communication and processes that will help improve the patients' experience of care and also reduce the length of stay.

"We engaged in a process mapping exercise to evaluate how we facilitate patients moving through the system," said Dickau. "All participants identified opportunities that we think will add value to moving patients from hospital to long-term care."

Long-term care homes have welcomed the opportunity to be involved. "I am most impressed with St. Joseph's Health Centre for taking this initiative," said Bob Price, Administrator, Lakeshore Lodge. "It offers a tremendous opportunity to improve the quality of seniors' lives, as their circumstances

Continue on page 8

## Jazz By the Lake Event

Don't miss this jazz infused experience in the Governor's Ballroom at Liberty Grand. A fundraising gala for St. Joseph's Health Centre, *Jazz By the Lake* features local jazz greats Emilie-Claire Barlow, Jim Galloway & The Wee Big Band, The Toronto Jazz Orchestra plus an amazing new talent, Stephanie Welton, and some surprise guests.

Savour great brews from ten of Ontario's best independent craft brewers and wine from the Niagara region, while enjoying delicious food prepared especially for this event by chefs from some of the city's great restaurants.

The proceeds of Jazz by the Lake will be donated to St. Joseph's Health Centre's Mental Health and Addictions Program for teens and children. For many patients, St. Joe's is the last resort, the place they turn after their first experience of an acute mental crisis or after all

other avenues have failed. The goal of the treatment program is to alleviate the immediate crisis and then help re-integrate children and adolescents back into school and their home life.

St. Joseph's Health Centre is recognized as a leader in this field, at the forefront of innovative practices that help individuals and their families. *Jazz By the Lake* is generously supported by JAZZ FM, BMO and Mattamy Homes.

Thursday, June 19, 2008

6:30 pm - 11:00 pm

Liberty Grand Entertainment Complex (Exhibition Place)

Tickets \$250 (with a \$100 tax receipt)

Space is limited. Call for tickets 416-530-6390 or order online at [www.foundation.stjoe.on.ca](http://www.foundation.stjoe.on.ca)

are being engaged more actively in a patient's care. "We meet with families and patients very early on in their stay planning for discharge, and screening for risks to discharge," said Dickau. "We have improved communication with the addition of whiteboards in all rooms where the nursing staff write information regarding test times, contact information and also the patients discharge."

A delirium prevention and screening program has been initiated that will facilitate early identification and treatment of delirium. Bullet rounds have also been introduced leading to accelerated discharge. "Early in the morning we bring together CCAC (home care), the physician, occupational therapist, physiotherapist, team leader and social worker involved in the care of the patient," said Dickau.

A decreased, appropriate length-of-stay will measure the success of the Flo collaborative initiatives for patients. St. Joseph's Health Centre is being recognized as a leader of access and flow in the province by hosting a number of events to profile and share these quality improvement initiatives.

*Continued from page 7*

require them to move between hospital and long-term care homes." St. Joseph's is one of 29 teams participating in the government funded Flo Collaborative initiative that aims to improve

transitions from acute care hospitals to subsequent destinations for all patients. The project has been underway since December at St. Joseph's with many different initiatives rolling out on a proof of concept unit. Families

In service of Community.

In respect of Diversity.

In celebration of Faith.

*In the Community* is published by St. Joseph's Health Centre for family physicians, community partners and agencies in our catchment area. Please share this issue of *In the Community* with a friend or colleague who also maintains a special interest in developments at St. Joseph's. Contributing writers for this issue: Luke Wileman and Sabrina Divell.

For comments or questions regarding this issue, or if you would like to contribute to a future issue, please contact the Corporate Communications & Public Affairs Department at [pubaff@stjoe.on.ca](mailto:pubaff@stjoe.on.ca)

**St. Joseph's Health Centre**

30 The Queensway, Toronto, Ontario M6R 1B5

T: 416-530-6000 W: [www.stjoe.on.ca](http://www.stjoe.on.ca)