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# Mapping our future

ST. JOSEPH'S IN HAMILTON'S STRATEGIC PLAN 2012 - 2017

[mappingourfuture.ca](http://mappingourfuture.ca)

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Our strategy is now a conversation.

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[mappingourfuture.ca](http://mappingourfuture.ca)

## Interact with strategy

**Mapping Our Future** opens an ongoing dialogue by inviting our staff, physicians, volunteers and those we serve in our community to join us in conversation. Our strategic plan's website, [mappingourfuture.ca](http://mappingourfuture.ca) houses not only our strategic plan, but also engaging content that provides a platform for community participation.

You'll find direct links to additional illustrative video content at key pillars in the report that can be accessed through your smartphone or mobile device by scanning the corresponding QR Code, or by visiting the URL address cited. To use QR Code scanning technology on your smartphone, download a free mobile application from your preferred app store and use your

smartphone's camera as a scanning tool. This action within the QR Code mobile application will instantly direct you to the corresponding online video content. To gain the full interactive experience with report in hand, place your mobile device over the white smartphone outline in the report to watch our strategy come to life. After watching the video, you'll see how many others have shared that experience on our interactive map. We'll also be encouraging conversation by sharing stories on our blog and on social media.

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# Mapping our future ST. JOSEPH'S IN HAMILTON

St. Joseph's Healthcare Hamilton • St. Joseph's Villa Dundas • St. Joseph's Home Care

Welcome to **Mapping our future**. Below you'll find an overview of St. Joseph's in Hamilton's Strategic Plan. Across our multi-site health care system, we share the same mission, vision and values. Our strategic pillars seek to find progressive change, innovation, community and interconnection



## MISSION

Living the Legacy:  
Compassionate Care.  
Faith.  
Discovery.



## VISION

On behalf of those we are privileged to serve, we will deliver an integrated high quality care experience, pursue and share knowledge, and respect our rich diversity, always remaining faithful to our Roman Catholic values and traditions.

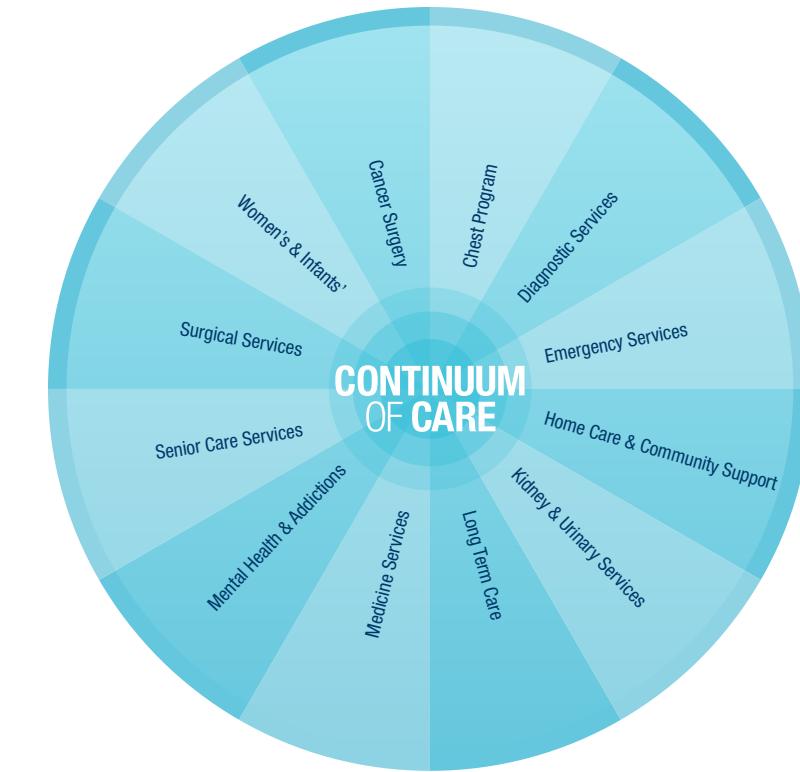


## VALUES

We commit ourselves to demonstrate in all that we undertake, the vision and values that inspired our Founders, the Sisters of St. Joseph. These are: Dignity, Respect, Service, Justice, Responsibility and Enquiry.



Use your smartphone to scan this QR Code to watch our strategic plan overview.  
[mappingourfuture.ca/overview](http://mappingourfuture.ca/overview)



## Longitude and Latitude

To truly change the landscape of health care in our community, we needed to look at our strategic plan as more than a simple guidebook or information tool.

**Mapping our future** is our opportunity to build a dialogue about health care in the community.

Our new direction's theme is an evolution building on the collective progress we've made in the previous five years. As we embark on our next chapter, we wanted our strategic plan to communicate in a style that is as innovative as we are as an

organization with a progression towards modern wayfinding. For this reason, our theme is inspired by the satellite geo-location technology that is used in digital mapping.

Since this our collective articulation of the future, our direction's theme was also motivated by the way our organization's mission is embodied within our dedicated staff, physicians, researchers, learners and volunteers. It is in each of them that we can find the spirit of St. Joe's.



Find **Quality** Here

Our Commitment to  
Quality and Safety



Find **Change** Here

Transforming How  
We Work



Find **Innovation** Here

Research and  
Education



Find **Community** Here

Engaged People



Find **Interconnection** Here

Breaking Down Barriers



Use your smartphone to scan this  
QR Code to view our video introduction.  
[mappingourfuture.ca/intro](http://mappingourfuture.ca/intro)

## Our Heritage

The Sisters of St. Joseph came to Hamilton in 1854 and began to work for the most needy residents of this growing and important trade centre. For the Sisters, it was an honour to serve others and, with the onset of a cholera epidemic, the Sisters' health care mission began in earnest. Working in the railway sheds near the harbour they risked their lives to care for the sick and dying victims of the deadly disease. The Sisters had a vision for St. Joseph's that guided us from our roots in caring for the poor, the marginalized and those most in need to a multisite system serving hundreds of thousands of patients and clients annually.

We are honoured to be a partner in the St. Joseph's Health System, one of the largest corporations in Canada devoted to health care and known for genuine compassion and caring, locally and around the world. In the Hamilton community, St. Joseph's Healthcare Hamilton (SJHH), St. Joseph's Villa (SJV) and St. Joseph's Home Care (SJHC) have been integrated under one community board to realize excellence in quality and safety, transitions of care, research and education and caring for the poor and marginalized across the continuum of care from hospital-based to community-based services. We will be able to leverage each other's strengths and offer new solutions. **Together we are now St. Joseph's in Hamilton.**



St. Joseph's  
Healthcare  Hamilton

St. Joseph's  
Villa  Dundas

St. Joseph's  
Home  Care

## The Challenges We Face

Our city and region is home for many of us as a welcoming place to earn our living and raise our families. For others less fortunate there are serious problems documented graphically and starkly in the Hamilton Spectator's Code Red series. The challenges in the disadvantaged parts of our city and region are associated with health outcomes more likely to be seen in the developing world rather than in one of the richest countries on the planet. Access to health services for those marginalized by poverty, misfortune and mental illness is severely limited and often is simply marked by crisis after crisis. We must serve them better.

Cancer and Chronic illnesses, including diabetes, chronic cardiac and lung diseases, arthritis and mental health and addictions, are now the commonest causes of death and disability world wide. The incidence of many of these illnesses is amongst the highest in our region of Ontario and caring for these individuals requires new models of care working in partnership with the community, primary care and specialists. Our population is aging which also increases the care needs of those we serve and the impact of chronic illnesses.

Our staff, patients and clients have told us clearly and often about gaps in effective hand offs or ineffective transmission of key information between providers and the need for seamless integration across the continuum of care. Sadly, serious harm can arise from such lack of design and frustrations are common.

We must train the health care providers of the future and use research and innovation to find the cures for tomorrow.

Wise and innovative use of technology will be a key part of health care systems of the future. We must take great care to ensure maximum value to our staff and those we serve as we introduce new and expensive technologies and treatments.

The global finance system continues to put serious pressure on the resources available for health care making it key that we do not waste the precious resources trusted to us.





Dr. David Higgins,  
President of St. Joseph's Healthcare Hamilton

## Message from Leadership

Use your smartphone to scan  
this QR Code to watch our  
President share more about  
how St. Joseph's in Hamilton is  
mapping their future together.



[mappingourfuture.ca/president](http://mappingourfuture.ca/president)

We would like to sincerely thank all of our colleagues in our partner organizations in the Hamilton area and across our region for their invaluable time and advice to help us understand the strategic challenges we face today, those we may face in the years ahead, and to help shape this plan for unprecedented change at St. Joseph's in Hamilton. We recognize the need for change to serve our patients, clients and residents more effectively and firmly believe we can best do this together. We recognize that developing partnerships across our city and region designed to further improve the experience of those we serve will be critical to any successes. We have been guided throughout by our Board's vision and asked those we serve, our staff, physicians and volunteers for their input and advice. Extensive research, including a comprehensive understanding of our shifting demographics, future health care trends, and regional/provincial government directions has informed our thinking.

Over the last 5 years, St. Joseph's in Hamilton has delivered on our previous strategic plans and their written commitments to improve care in our hospital, long term care and home/community care settings. As a result of this hard work and dedication by our teams, those we serve are safer, our quality of service now meets higher national and international standards, our facilities are being extensively redeveloped and renewed, and our research continues to be on the cutting edge.

We are excited to build upon our successes and embark upon what will be a period of unprecedented change within the health system with **Mapping our future**. **Mapping our future** will both challenge us and help us rise to challenges we face by fundamentally rethinking how we work and how we work together. We present the over arching framework which will drive the planning of our services and the care we deliver. **Mapping our future** is a call to action that recognizes the just expectations of those we serve for safe, effective, accessible and kind service. Our approach is rooted in the fiscal realities of our province. The time for incremental improvements is behind us. This is a true change agenda that signals our willingness to develop solutions to the challenges facing our health system in Ontario and will require engagement from the entire St. Joe's team in partnership with the community.

This new purpose acknowledges that the spirit of St. Joseph's in Hamilton is not rooted in a particular place but embodied by the experiences of those we serve and the values of our staff, physicians and volunteers. We continue our commitment to offer the best in quality and safety in all of our services, through transforming how we work, engaging our most important resource, our people, breaking down barriers to effective care and creating the health system of the future through teaching and research.

## SNAPSHOT

- 344 acute inpatient beds
- 265 acute and tertiary mental health beds
- 82 rehab and CC beds
- 53 bassinets
- 370 long term care beds
- 107 senior life equity suites
- 8 respite beds
- 5,980 staff
- 600 physicians
- 700 volunteers
- 25,000 inpatient cases
- 110,000 emergency & urgent care visits
- 450,000 ambulatory visits
- 250,000 diagnostic visits
- 75,000 in-home nursing visits
- 2,300 community clients served
- 3 supportive housing buildings & community outreach services



**Dr. Bobby Shayegen,**  
Urologist and Head of Cancer Surgery

## Our Commitment to Quality and Safety

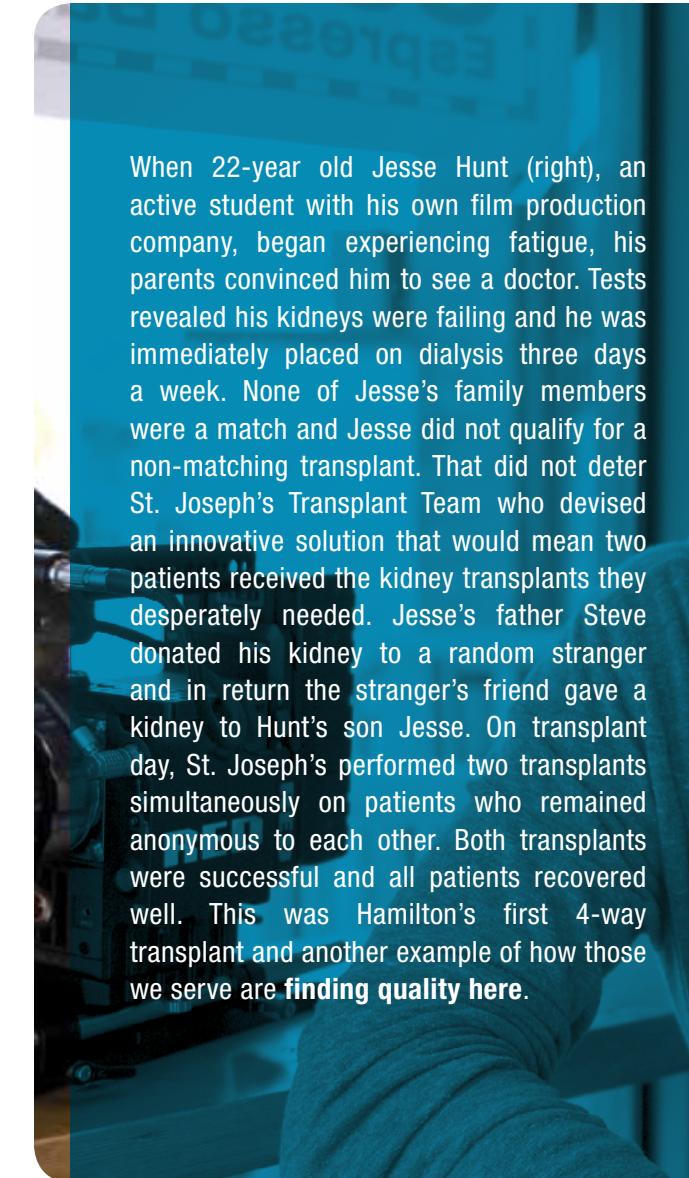
St. Joseph's in Hamilton has taken significant steps to drive quality and safety to the core of what we do over the past 5 years.

The fundamental principle of our plan is to drive to be the best in quality in each service we provide. The strategic directions outlined in this plan will help shape our services to develop the tactics and goals that will achieve this vision.

Use your smartphone to scan this QR Code to watch Dr. Bobby Shayegen, Head of Cancer Surgery, share what quality and safety at St. Joe's means across our organization.



[mappingourfuture.ca/bobby](http://mappingourfuture.ca/bobby)



When 22-year old Jesse Hunt (right), an active student with his own film production company, began experiencing fatigue, his parents convinced him to see a doctor. Tests revealed his kidneys were failing and he was immediately placed on dialysis three days a week. None of Jesse's family members were a match and Jesse did not qualify for a non-matching transplant. That did not deter St. Joseph's Transplant Team who devised an innovative solution that would mean two patients received the kidney transplants they desperately needed. Jesse's father Steve donated his kidney to a random stranger and in return the stranger's friend gave a kidney to Hunt's son Jesse. On transplant day, St. Joseph's performed two transplants simultaneously on patients who remained anonymous to each other. Both transplants were successful and all patients recovered well. This was Hamilton's first 4-way transplant and another example of how those we serve are **finding quality here**.





Tara Coffin-Simpson,  
Emergency Services Nurse Manager

## Transforming How We Work

Use your smartphone to scan this QR Code to watch Tara, our Emergency Services Nurse Manager share how her department constantly strategizes to improve processes.

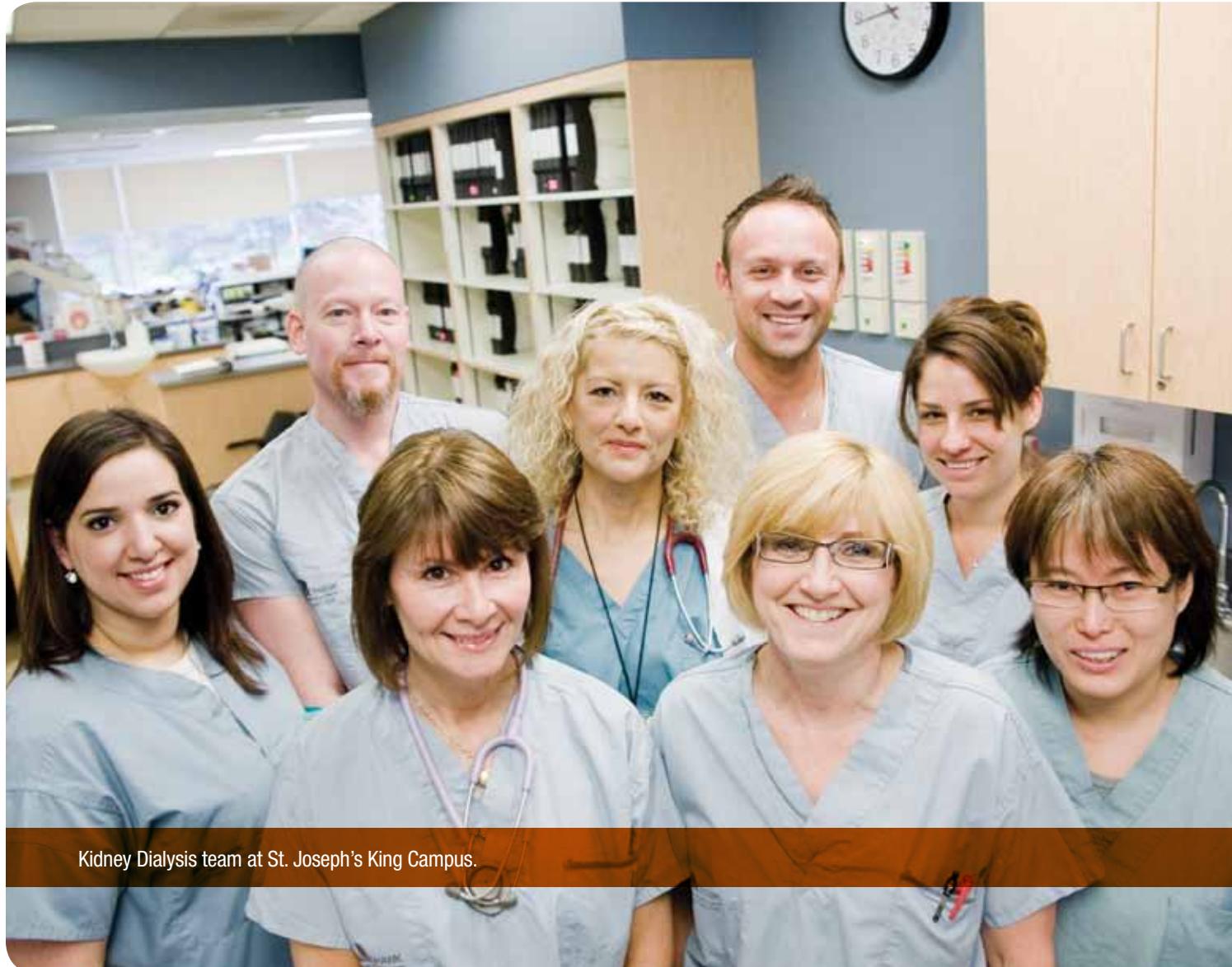


[mappingourfuture.ca/tara](http://mappingourfuture.ca/tara)

This is not “business as usual”. We will create a new “norm”, removing the frustrating obstacles to effective care and releasing wasted energy to better serve our patients, clients and residents. To do this we will work together with imagination and vigour to transform the way we work. The people we serve will be our partners as we look for those innovations that will make the biggest difference and give us the greatest sense of accomplishment.

### Mapping our future:

- Fundamentally transform processes and structures that hinder us from being as effective as we can in providing care.
- Release wasted energy/time that can be better directed to those we serve.
- Organizational-wide infusion of continuous process improvement.
- Our patient/client/resident’s point of view will guide us driving the quality and safety agenda.



Kidney Dialysis team at St. Joseph's King Campus.



Use your smartphone to scan this QR Code to watch Imtisal discuss how the connection between researchers and clinicians improves patient care.



[mappingourfuture.ca/imtisal](http://mappingourfuture.ca/imtisal)

## Research and Education

Research and teaching will be a fundamental pillar of our organization. We will energize and support our academic capacity, develop and sustain successful areas of research, and improve knowledge translation from “bench to bedside”.

### Mapping our future:

- Implement the findings of our research endeavours.
- Drive research evidence into practice, with measurable standards set for clinical programs and clinical support services.
- Prioritize, target and improve our teaching programs to ensure we are a teaching hospital of choice for learners.
- Develop Community based research focusing on the social determinants of health with our partners in the St Joseph's Health System.



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# Find Community Here



## Engaged People

Use your smartphone to scan this QR Code to watch Diana share how St. Joe's places a high priority on caring for the care provider.



[mappingourfuture.ca/diana](http://mappingourfuture.ca/diana)

People are the power behind this plan. We will better serve our communities, and take greater joy and satisfaction from our work, as we transform the way we work together.

### Mapping our future:

- Create a culture that is not afraid of change, but embraces it, enabling and supporting everyone to think differently and change the way they do things.
- Recognized as the place to work at when you want to make a difference.
- Implement a performance management system with clear sightlines to the organization's strategic priorities.
- Enhance our ability to attract, retain and develop future system leaders.



# Find Interconnection Here



## Breaking Down Barriers

Use your smartphone to scan this QR Code to watch Danielle share how St. Joe's saved her and daughter, Illiana's life.

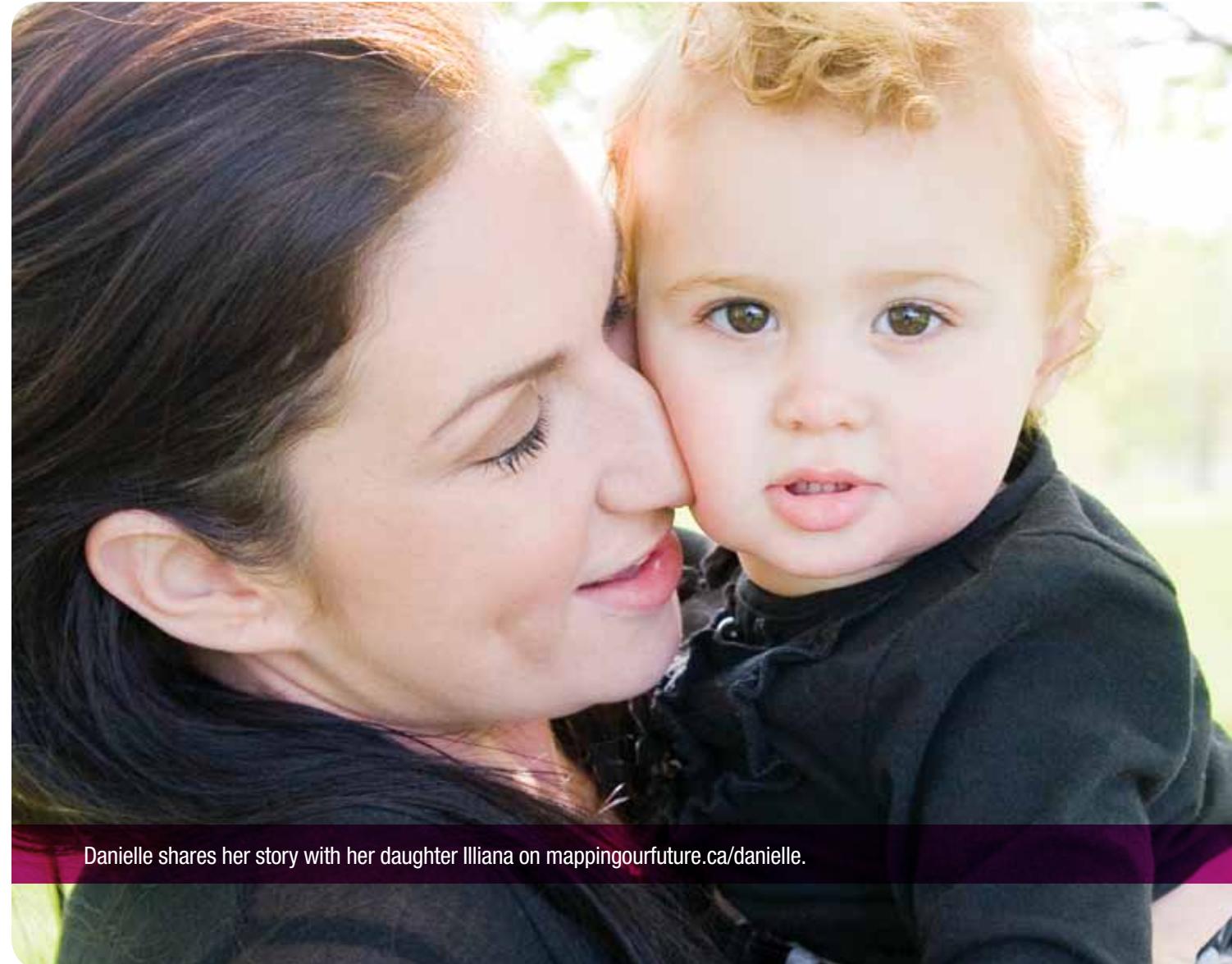


[mappingourfuture.ca/danielle](http://mappingourfuture.ca/danielle)

We will integrate our services internally, and with our partners externally, so that transitions of care become safer, more reliable, and invisible to our patients and clients. We will identify and target areas of need and opportunity with special focus for the poor and marginalized. Existing organizational structures will be changed to support the continuum of care for patients/clients/residents.

### Mapping our future:

- Fundamentally break down the barriers of effective integration, discharge planning and transitions into the community so that transitions of care at all stages are invisible to those we serve.
- Unnecessary institutionalization, complications, and bad outcomes will be aggressively reduced.
- Patient/client/resident-centred models of care will be identified and the provision of service will be built around the individuals we serve.
- Seamless communication between service providers and with the individuals we serve will be a must.



Danielle shares her story with her daughter Illiana on [mappingourfuture.ca/danielle](http://mappingourfuture.ca/danielle).

## Our Services

Our services span the continuum of care from hospital to home care and long term care. St. Joseph's in Hamilton is built on the strengths and reputation of each of the programs that make up these services. Our major programs, some of which are highlighted below, are also a vital regional resource for specialized services.

### Cancer Surgery

St. Joe's has received provincial recognition for its work in driving the integration of cancer services with a focus on improving the patient journey. We have successfully become the regional leader for thoracic cancer surgery and continue to be a regional leader for tertiary head and neck cancer surgery, ear, nose and throat cancer surgery, eye cancer surgery and urological cancer surgery, serving patients from across south central Ontario. The improved patient journey integrates diagnostics, surgery, laboratory services and palliative care so that we can better guide and support those we serve and deliver the highest quality of service possible.



### Chest Program

St. Joe's is responsible for the thoracic surgery needs of roughly 1.8 million people living in the Hamilton, Niagara, Burlington, Brant, Haldimand and most of Norfolk County. The Thoracic Service is growing quickly and becoming one of the largest programs practicing complex thoracic surgery in Canada. The Lung Diagnostic Assessment Program (LDAP), a combined collaboration between St. Joe's and the Niagara Health System (NHS) for assessment and treatment of patients with lung cancer, is the biggest of its kind in Ontario and continues to grow, providing timely assessment and treatment to all in need.

The Chest Program includes residency programs of choice for medical learners in Respiratory, Thoracic Surgery and Head, Neck & ENT Surgery. The Firestone Institute for Respiratory Health (FIRH) is the regional referral centre for respiratory medicine providing both inpatient and ambulatory care and centralized pulmonary diagnostic testing for the hospital. FIRH is an internationally recognized leader in academic and research programs within St. Joe's and McMaster University, translating research successes into better care, swifter diagnoses and new generations of clinical professionals.



## Home Care and Community Support Services

St. Joseph's Home Care's (SJHC) programs are tailored to meet the needs of each individual client with the aim to help each person live as independently as possible for as long as possible in the comfort of their own homes. Providing specialized nursing services in advanced foot care, wound care, palliative care, intravenous care and continence, we work to provide clinical teaching to prevent illness and injury, alleviate suffering, and act as an advocate in health care for clients and their families. Our Community Support Services offer a full basket of programs including personal care, caregiver relief, home maintenance programs, home cleaning services, supportive housing and overnight respite programs. Community Support Services, including the Safety at Home, home maintenance and nutrition programs, reinforce SJHC's commitment to promoting independence and autonomy.



Valerie Szemerits (left) credits St. Joe's Home Care with saving her life. When she began receiving home care supports services in 2010, Valerie was barely mobile, in chronic pain and depressed. With twice daily visits to ensure she was eating properly, taking her medications appropriately and assisting with household needs, St. Joe's personal support workers, like Letty Moore (right), helped her to gradually regain her independence. "A few years ago, I travelled to British Columbia to visit one of my adult children and had to be wheeled onto the plane in a wheelchair. My family told me later they thought I was dying" says Valerie. "But my last visit, I stunned them when I walked off the plane and went for daily walks every morning. In fact, my daughter said she was having trouble keeping up with me." St. Joe's Home Care services allow those like Valerie to receive the care they need in an environment that supports independent living and is another example of how those we serve are **finding interconnection here**.



St. Joseph's  
Home  Care

## Diagnostic Services

Diagnostic Imaging is a vital part of in-patient and out-patient care at St. Joe's. St. Joe's continues to be at the cutting edge in Diagnostic Imaging technologies and technique, performing over 250,000 tests and interventional procedures each year in the areas of angiography, CT scans, MRI exams, nuclear medicine, ultrasound and x-ray. The Hamilton Regional Laboratory Medicine Program (HRLMP) is a collective approach between St. Joe's, Hamilton Health Sciences and McMaster University to the provision of laboratory services in Hamilton, Ontario. There are five disciplines: Clinical Chemistry and Immunology, Genetics, Hematology and Transfusion Medicine, Microbiology, and Anatomical Pathology. The HRLMP ensures that laboratory medicine in Hamilton is a truly regionalized service and medical training program.



## Emergency Services

St. Joseph's Charlton Campus has the busiest emergency department in Hamilton with over 50,000 visits annually. With greater than 100,000 Emergency Room and Urgent Care visits per year, and a high mix of patients with complex/chronic illnesses, St. Joe's is a first choice emergency teaching centre in Hamilton. Through strong collaboration with the LHIN, and regional partners like Emergency Medical Services (EMS) and Community Care Access Centre (CCAC), the Emergency Services are committed to serve the marginalized members of our community.

## Surgical Services

St. Joe's is a leading regional and provincial provider of surgical services serving our community's diverse health care needs. These areas include regional programs in bariatric surgery, lung and esophageal surgery, ophthalmology and renal transplantation; as well as head and neck cancer surgery, minimally invasive surgery, cancer reconstructive surgery, and total joint replacement. With the opening of a new state-of-the-art surgical suite in Fall 2011, we have brought the newest technologies and techniques to those we serve resulting in better outcomes, less discomfort, and shorter recovery times. Our surgical services are safer, we serve many more individuals and we use more advanced surgical techniques than we ever have before.



## Senior Care Services

Senior Care Services is an organization-wide focus on strengthening the care of older adults by providing senior care in an environment that optimizes wellness with a focus on education and research. This service recognizes that improving the effectiveness of transitions, avoiding the hazards of institutionalization and maintaining/optimizing cognitive function is essential to senior health. Senior Care Services ensures we have a senior-focused mindset and strong collaboration and coordination to build the bridges that our older patients want.



## Long Term Care

St. Joseph's Villa (SJV) is a 378 bed long term care home. Our campus includes residential living, 8 respite care beds and 107 Lease Equity Estate Units. The breadth of living arrangements ensures that living on our campus is safe, meaningful and dignified. SJV also offers a large range of services that promote independent living such as our Adult Day Programs, our Seniors In Motion (S.I.M.) gym, our heated therapeutic pool and our Medical Community Outreach Clinics. SJV follows in the footsteps of our founders, the Sisters of St. Joseph who ensured that the poor and marginalized in society had access to adequate care. Affiliated with Mohawk College and McMaster University, SJV offers educational opportunities to many health care professionals. We also utilize best practices, and believe in research that enhances outcomes for those we serve. SJV has also taken the Human Resources regional lead in the Behavioural Supports Ontario (BSO) project, which focuses on providing quality care for individuals who exhibit behaviours associated with complex and challenging mental health, dementia or other neurological conditions.

W-79 8947  
**St. Joseph's**  
Villa Dundas



At St. Joe's those we serve and the families of those we serve are integral partners in care. As President of St. Joseph's Villa's Resident's Council, Joyce Slusarchuk (second to left) describes her role and those of the council as the 'Resident's Voice'. They bring forward ideas, compliments

and opportunities for improving care to the Villa as part of on-going efforts to ensure resident's are engaged in decisions affecting those we serve. Patricia Glover (far left) is a member of the Villa's Family Council, and sees her role as one of ensuring family advocacy in the long-term care

environment and recognition of the important work of the Villa's front-line health providers. St. Joe's believes fundamentally in the importance of engaging our partners in care as we look to transform processes. This is another example of how those we serve are **finding change here**.



## Medicine Services

Identified by the Royal College of Physicians and Surgeons of Canada as a site of choice for clinical teaching, the General Internal Medicine program is a highly-rated clinical teaching unit focusing on the acute medical care of some of the most complex patients in the area. The program serves the largest volume of acute medical patients of any site in Hamilton and is a key service in addressing significant co-morbid medical diseases of both the inpatient and outpatient populations served at St. Joe's. Our Critical Care program serves as a

regional academic referral center to Central-Western Ontario for Renal, Respiratory, and Head & Neck services, a regional resource that cares for some of the most complex, critically ill patients in the region. Our Critical Care team is renowned for its clinical excellence and is recognized as a world leader in critical care research. Our Rehabilitation and Complex Care programs maximize our patient's function so that they can have the best opportunity for recovery and quality of life.

## Kidney and Urinary Services

The Kidney and Urinary program at St. Joe's is the regional referral and renal transplantation centre in south central Ontario for patients with renal disease. The program also houses the urology service that cares for patients with disease or dysfunction of the urinary system, including kidney, prostate, bladder and testicular cancer. The program is one of the largest regional programs in the province supporting more than 2000 patients and providing a spectrum of care from tertiary acute to chronic management of kidney disease. With the creation of Ontario's Renal Network, St. Joe's has taken on both regional and provincial leadership roles in transforming care for patients across Ontario. A continually expanding research focus drives the understanding of kidney and urological diseases at a national and international level.



## Mental Health and Addictions

St. Joe's is the regional leader in the provision of psychiatric care, pioneering research and innovative programs so that we can radically reduce the disability associated with mental illness and addictions. St. Joe's leads the way in early intervention, outreach services, better outcomes and focusing on recovery and rapid integration into the community. The new state-of-the-art West 5th Campus will open in 2014, enabling St. Joe's to bring the future of care to life in order to better support people and families struggling with mental illness and addictions. There will be approximately 800,000 square feet of new construction with an increased capacity of up to 305 inpatient beds and a wide range of outpatient and community-based services. This new campus will integrate mental health and medical services along with teaching/research facilities and expanded outpatient services for psychiatry, diagnostic imaging and medical services. While it is common for persons with mental illness to experience stigma and barriers to social integration, St. Joe's strongly believes in eradicating stigma and promoting the fullest recovery for every person.



When Melissa Parlar (right) wanted to make a difference in the lives of those living with mental illness, she became a St. Joe's volunteer. A PhD student in McMaster University's Neurosciences Program, Melissa was already involved in St. Joe's mental health research program looking at various aspects of depression and post-traumatic stress disorder. "We have to realize that someone with depression, someone with schizophrenia, is really no different than someone with diabetes or cancer," says Melissa. "They all have illnesses with a biological foundation, and only with time, patience, and care, will society learn to treat those with mental illness with the respect and dignity that they deserve." As a volunteer and researcher, St. Joe's has provided a vehicle for Melissa to realize her goal of supporting those with mental illness and is another example of how those who serve St. Joe's are **finding community here**.



## Women's and Infants'

With over 3,600 babies born here every year, St. Joe's is the largest provider in the region of Women's and Infants' services, personalizing care for women and families before, during and after pregnancy. We provide best practice leadership, through the continued development of

a collaborative model of care, in serving a disadvantaged inner city population with high risk morbidities, including addictions and mental illnesses. St. Joe's is also a leader in minimally invasive gynecological procedures which improve outcomes and allows women to recover more rapidly.



## Next Steps

**Mapping our future** reflects an in-depth understanding of the current and future needs of the community we are privileged to serve and the voices of our internal and external partners. This plan, however, only provides the framework. The next phase will be developing clear plans for their future based upon our change agenda with each service developing tactics and goals relevant to their domain and area of expertise. Integration across the patient journey will be a key part of the design of new programs and the redesign of those in existence.

With a shared commitment to fundamentally change the way we work and how we work together, each of our services

will engage in operational planning with the strategic directions as guideposts to prioritize and map their initiatives over the next 5 years.

The collective efforts of our staff, physicians, volunteers and board members, who embody our values every day, will be instrumental in fulfilling the ambitious creation of a new "norm" over the next 5 years. Throughout the process, we will demonstrate full accountability in monitoring and reporting to, and engaging with, our internal and external community on our progress.

This is no longer business as usual at St. Joe's.

# St. Joseph's Healthcare Hamilton

St. Joseph's Healthcare Hamilton  
905.522.1155  
[www.stjoes.ca](http://www.stjoes.ca)

# St. Joseph's Villa Dundas

St. Joseph's Villa  
905.627.3541  
[www.sjv.on.ca](http://www.sjv.on.ca)

# St. Joseph's Home Care

St. Joseph's Home Care  
905.522.6887  
[www.stjosephshomecare.ca](http://www.stjosephshomecare.ca)

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[mappingourfuture@stjoes.ca](mailto:mappingourfuture@stjoes.ca)

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learn about this report's sustainability features.  
[mappingourfuture.ca/sustainability](http://mappingourfuture.ca/sustainability)

# Destination Quality:

## AN EVOLUTION IN STRATEGIC PLANNING

2015 Progress Report

2007

*Compass 2012 launched*

St. Joseph's Healthcare Hamilton  
launched Compass 2012 – a strategic plan  
that embedded clinical and corporate  
excellence throughout the organization.





## From Traditional to Transformational

**Compass 2012 was an effective strategic plan that demonstrated our capacity to meet clearly defined objectives. It hardwired excellence into our cultural DNA.**

However, healthcare is a dynamic and rapidly changing industry. In developing our next strategic plan, dramatic changes influenced our approach and our thinking.

A depressed economy was driving new funding models. Regional pressures such as the unique social determinants of health in our community, Ministry of Health and LHIN agendas and the planning and strategic priorities of our peers and community partners were front of mind. It was clear that to ensure a strong, vibrant future, the era of incremental change was behind us.

St. Joseph's needed a planning philosophy that would force exponential and dramatic change in patient experiences and outcomes, without sacrificing the focus on quality and safety that is embedded in our culture. Our Board challenged us to develop a new strategic plan that would do two key things:

- 1 Sustain and enhance our current achievement in quality and safety**
- 2 Make sure that the patient is at the centre of everything we do at St. Joseph's**

**MAPPING OUR FUTURE** was launched in 2012 as St. Joseph's call to action on this demand. Part promise, part manifesto, it is a new kind of strategic plan that recognizes both the complexity and complicated landscape that St. Joseph's is operating in.

Our new plan needed to be flexible enough to allow St. Joseph's to adapt to the ongoing and unprecedented change in the health system, while delivering a call to action to embark on a change agenda that signaled a desire to take giant leaps forward in developing solutions for the challenges ahead.

**New funding models are announced; resources shifting to community models of care**

**2008**  
*Global Economy Crashes*

**Comprehensive evaluation of community needs, regional pressures and Ministry agenda**

**2011**  
*A Time for Transition*

**2012**  
*Mapping Our Future is launched*

**2010**  
*Corporate Renewal*

**Five key dimensions were determined to support this vision for dramatic change.  
Halfway into our journey, we remain focused on delivering results in these dimensions:**

## **Quality**

Quality remains the foundation of our strategic plan. We are monitoring, measuring and reporting on five key quality indicators:

- Infections
- Patient falls
- Medication safety
- Patient flow
- Seclusion and restraint

## **Transformation**

We are creating a ‘new normal’ at St. Joseph’s Healthcare Hamilton, fundamentally transforming processes and structures that hinder us from being as efficient and effective as possible in providing care. In 36 months, we have demonstrated success in this theme by initiating twelve innovative projects that prove our capacity to take giant leaps forward:

### COMPLETED PROJECTS:

- Integrated Comprehensive Care
- Youth Wellness Centre
- Concurrent Disorders Unit
- Interventional Radiology
- St. Joe’s Research Institute
- Optimal Start

### PROJECTS IN PROGRESS:

- Chest: Partners in Care

- Enhancing the Journey: Surgical Program
- OH BABY! Safe Transitions Home
- Efficient and Effective Transition
- Seniors Transitions Enhancement Program (STEP)
- Elder Care Strategy

- We have been named one of Canada’s Top 100 Employers as well as one of Hamilton’s Top 10 Employers (2012, 2013 and 2014)
- We are working toward the implementation of a more efficient and accountable performance management system

## **Innovation**

Research and education are part of our corporate consciousness. We have put in place the foundational elements required to deliver on our commitment to innovation.

- We have incorporated the Research Institute of St. Joseph’s Healthcare Hamilton
- St. Joseph’s Healthcare Foundation has established research fundraising as a strategic pillar
- We will be launching a strategic research branding campaign to continue building internal support and capacity for our research endeavours

## **Engaged People**

We are creating a culture that can embrace change, encouraging transformational thinking and enhancing our ability to attract, retain and develop future system leaders.

- We have implemented a comprehensive Wellness Program, designed in part through feedback and input from staff

## **Breaking Down Barriers**

Integration opportunities are delivering safer transitions of care. With a distinct focus on the poor and marginalized, we are following in the footsteps of our founders, developing innovative new models of care, building and enhancing partnerships and ensuring the patient is at the centre of all that we do.

- The Integrated Comprehensive Care Model is being implemented throughout the province, based on evidence of efficacy in Hamilton
- Partnership with Hamilton Police Services is considered a provincial leader (Mobile Rapid Response Crisis Team, COAST) and has received continued funding
- Off-load delays are being minimized in the emergency department thanks to new hand-off models between the Emergency Department and Emergency Medical Services
- St. Joseph’s is actively involved as an anchor organization in the City of Hamilton’s planning activities



**Quality**



**Transformation**



**Innovation**



**Engaged People**



**Breaking Down  
Barriers**

*Quality, transformation, innovation, engagement and integration are part of our lexicon, and our mindset.*

Moving forward, we will continue to embed these themes into all that we do, cementing our brand and reputation as an organization that drives innovative, patient-centred solutions that transform healthcare.

More importantly, we will refine and deliver a clear, concise operational plan that encompasses the new challenges we face. We will articulate and ensure that each and every member of the team at St. Joseph's Healthcare Hamilton understands where and how they fit into our organization, so that together we can renew the promise of healthcare in the 21st century.

MORE ABOUT OUR STRATEGIC PLAN AT

[mappingourfuture.ca](http://mappingourfuture.ca)

**2015**

*Launch Strategic  
Operating Plan*



**2016**  
*Evaluate progress*



**2017**  
*We've arrived*



# Find Quality Here.

Quality is the foundation  
of our Strategic Plan.  
It drives everything we do.

## Hospital Standardized Mortality Ratio

Overall, one way we monitor our quality is with  
the Hospital Standardized Mortality Ratio (HSMR).

This indicator of health care quality is internationally recognized as a way for hospitals to measure over time whether or not they have been successful in reducing patient deaths, and therefore improving patient care.

HSMR measures whether the number of deaths at a hospital is higher or lower than you would expect, based on the average experience of Canadian hospitals (set at 100 in 2009).

### HSMR

- ✓ St. Joseph's Healthcare Hamilton has successfully reduced our HSMR from a high of 116 in 2008 to 83 in 2013.

St. Joe's Hospital ►  
Standardized Mortality  
Ratio per fiscal year  
  
Expected Mortality Ratio ...



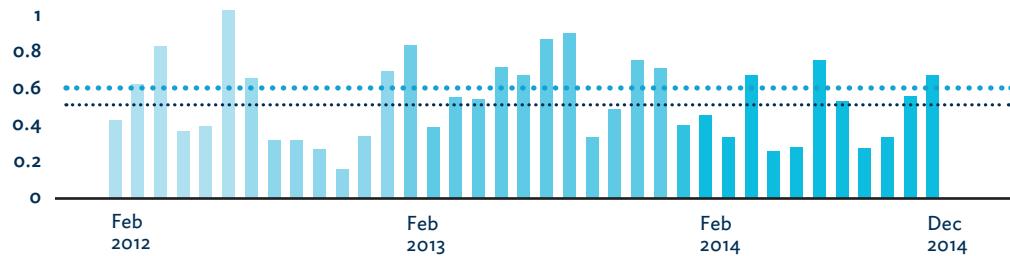
Corporately, we have identified five priority areas of quality that we measure, monitor and report on from the bedside to the board table:

- 1 Reduce Infections
- 2 Prevent Patient Falls
- 3 Improve Medication Safety
- 4 Patient Flow
- 5 Seclusion & Restraint

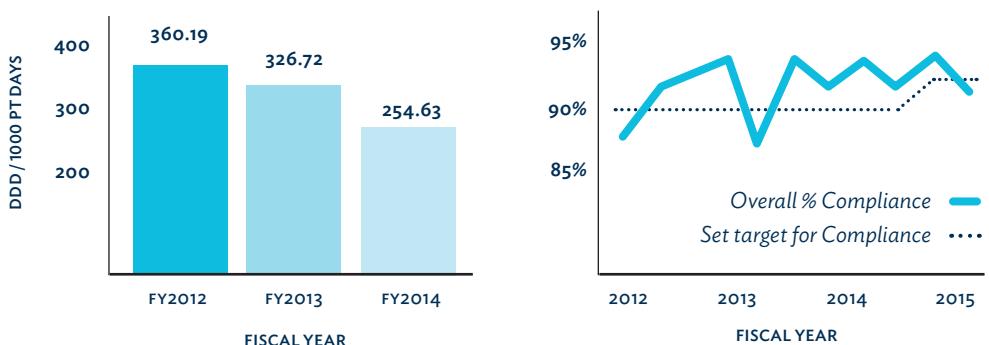
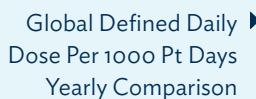


## ① Reduce Infection

C. Difficile is a serious infection that can dramatically impact a person's health and quality of life. St. Joseph's Healthcare Hamilton constantly monitors C. Difficile rates while also monitoring the three strongest contributing factors to this infection: hand hygiene, antibiotic use, and environmental cleanliness.



\* NOTE: Since C. difficile rate reporting began at SJHH, the test to detect this infection has become more accurate (from 75% to 98%). Numbers on this graph have not been adjusted to address this change in accuracy.



#### **ANTIBIOTIC STEWARDSHIP**

One of the factors that contributes to a C. Difficile infection is the use of antibiotics. The proper use of antibiotics can lessen one's chance of a C. Difficile infection. Antibiotic Stewardship is a practice within the hospital that monitors the use of antibiotics and one way of measuring compliance is through the "defined daily dose (DDD)". This is a statistical measure of drug consumption, defined by the World Health Organization (WHO).

- ✓ St. Joseph's Healthcare Hamilton is focused on reducing use of antibiotics as part of an ongoing strategy to reduce patient infections.

HAND HYGIENE

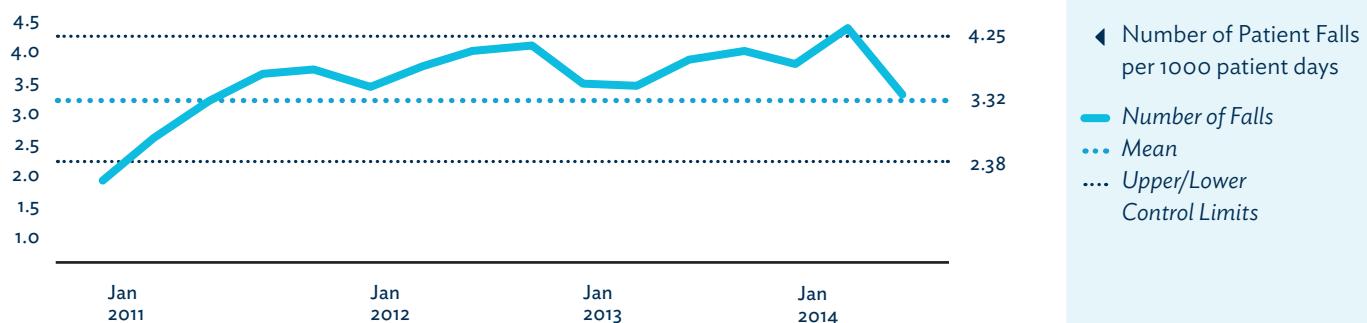
The practice of safe, effective and proper Hand Hygiene is an important factor in preventing infections within hospital.

- ✓ Hand Hygiene rates are measured monthly at St. Joseph's Healthcare Hamilton.

## ② Prevent Patient Falls

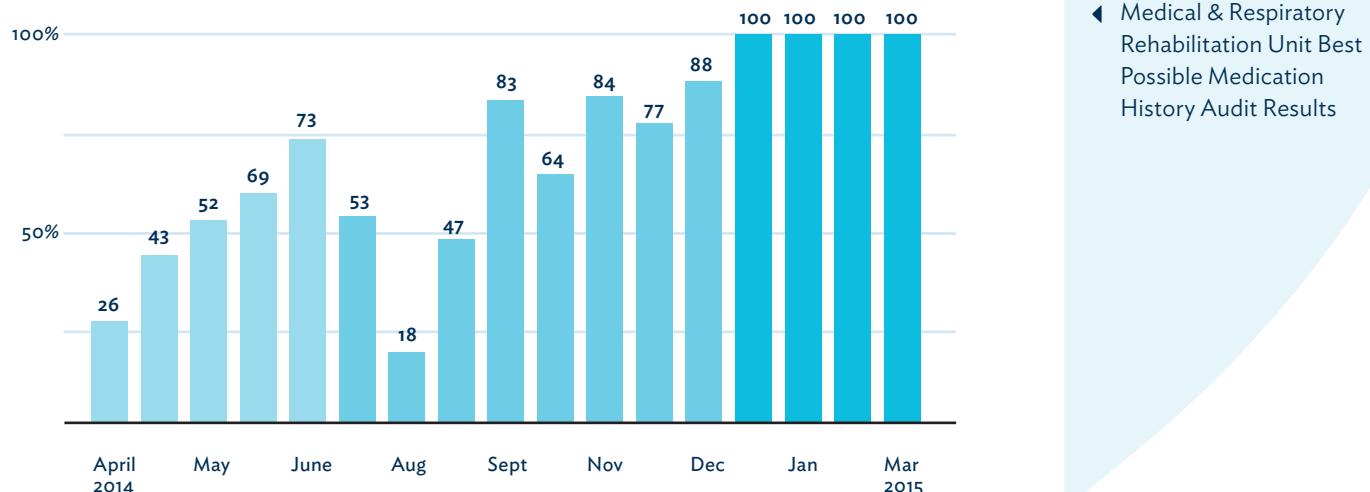
A hospital-wide falls strategy has been implemented in an effort to reduce avoidable patient falls. All patients are assessed upon admission to determine if they are at risk of falling. Patients are also assessed after any significant change in condition or after a fall. Universal falls precautions are applied while patients are in hospital, including: placing the patient's bed in the lowest position, nor more than three bed rails per bed, and ensuring that patient belongings are within reach - including walking aids.

Finally, patients and families also receive education on reducing falls risk both within the hospital and upon returning to their residence. The graph below displays the number of falls as tracked through the incident management system. This system tracks patient falls as reported by staff.



## ③ Improve Medication Safety

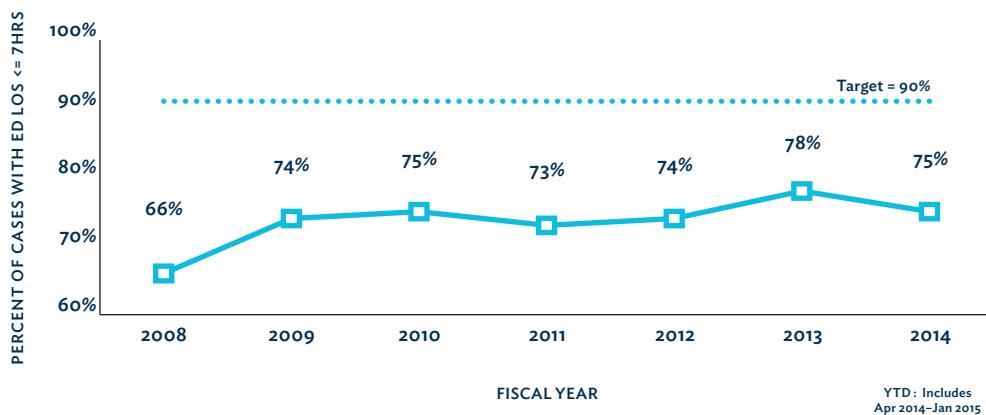
Medication Reconciliation is the process by which a patient's medications are thoroughly reviewed when they arrive at the hospital, at all transition points and again when the patient is discharged. A robust strategy is in place at St. Joseph's Healthcare Hamilton to achieve medication reconciliation for all patients through the hospital by 2018. The goal for the 2014/15 fiscal year was full implementation on one unit: the Rehabilitation Unit.



## 4 Patient Flow

St. Joseph's Healthcare Hamilton is working to standardize processes related to patient flow throughout the organization. This includes the process through the Emergency Department to an inpatient unit and then discharge.

The graph below displays the average length of stay for high acuity patients from the time they enter until the time they leave the Emergency Department - either home, or to an inpatient bed.

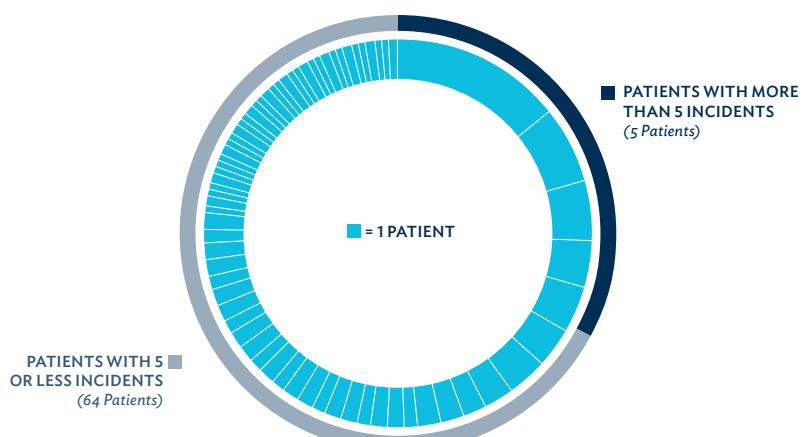


▲ Percentage of Non-Admitted ED Visits :  
CTAS 1-3 with ED LOS ≤7hrs

## 5 Seclusion & Restraint

St. Joseph's Healthcare Hamilton is working diligently to reduce the number of times patients are placed in seclusion. The major focus of this work is to debrief with the team each time there is a seclusion so the team can learn from the situation and prevent further seclusions. This is having a very positive impact as the process is rolled out across the Mental Health and Addiction program.

In quarter 2 of 2014/15 there were 155 seclusion incidents. We continue to debrief and learn from each occurrence; however, one third of these incidents were due to a small number of patients with complex and unique illness.



▲ General Psychiatry Seclusion Incidents by Patient  
Q2, 2014–2015



# Transforming How We Work

## Find Change Here.

Transforming how we work is helping us create a new norm by removing frustrating obstacles to care and releasing wasted energy to better serve our patients and clients.



### WE SAID WE WOULD:

- Fundamentally transform the processes and structures that hinder us from being as effective as possible in providing care
- Release wasted energy/time to be better directed to those we serve
- Infuse continuous performance improvement throughout our organization
- Use the patient/client/resident point of view to guide our quality & safety agenda

### THUS FAR WE HAVE:

✓ **40 Active Patient and Family Advisors, plus many more Peer Support Workers**

✓ **The Patient and Family Advisors:**

- Have helped us establish a province leading PFAC
- Are members on all of our clinical quality councils
- Are members on many other active councils including Wayfinding, Hand Hygiene, End of Life Care

✓ **Accomplishments from 2014:**

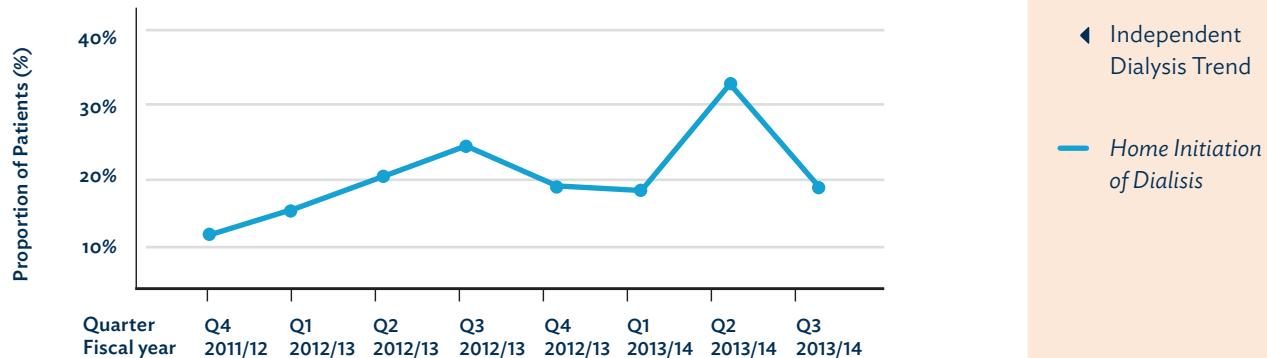
- Recommended areas of focus for 2014 included: Discharge Planning, Communication, and Medication Reconciliation. These areas helped to form a work plan and shaped the agenda for the year.
- Review of documents intended for patients and families, as requested by clinical programs.
- Website focus group sessions, Council review and beta testing of new website before live launch.
- The Patient and Family Advisory Council requested to learn more about how patients are engaged in key corporate initiatives including: infection control, anti-stigma, IT strategy, advanced care planning, and communication to patients and families regarding surgery after hours.

✓ **Implemented Patient Shadowing and joint staff-patient projects in areas including the Rehabilitation Unit.**

- Patients told us they wanted to focus on improvements in four areas: medications, normal vs. abnormal, falls and follow up appointments.

### ✓ Transforming how we work in the Kidney Urinary Program.

- One of four strategic projects (Optimal Start) is transforming how patients receive dialysis. This work will make it possible for more patients to have the option of receiving dialysis at home.



### ✓ Transforming our Mental Health Program

- In 2014, we opened a new state of the art facility designed to integrate medical, diagnostic and mental health care.

### ✓ Implementing real-time decision making tools to work more effectively and make more informed decisions:

- In 2014 we partnered with an innovative technology company to create a custom tool that enables us to view patient flow data in real time.



# Engaged People

## Find Community Here.

**People are the power behind our achievements. As a community of engaged people, we will better serve our patients, clients and community and take greater joy and satisfaction from our work.**



### WE SAID WE WOULD:

- Create a culture that embraces change, enabling and supporting everyone to think differently and change they way they do things
- Be recognized as the place to work when you want to make a difference
- Implement a performance management system with clear sight-lines to the organization's strategic priorities
- Enhance our ability to attract, retain and develop future system leaders

### THUS FAR WE HAVE:

- ✓ Introduced an award-winning wellness program for staff, volunteers and physicians including programs such as yoga, at-work massage, smoking cessation, mindfulness, nutrition advice, Zumba, walking/running clubs, Weight Watchers at Work.
- ✓ Implemented staff engagement projects for every team.
- ✓ Implemented Knowledge Translation Days. "KT" days are now reaching 92% of nurses, and also included allied health staff. Topics included leadership, sepsis and sepsis order sets, oral care to prevent hospital acquired pneumonia, prevention of catheter associated urinary tract infections, communication with patients and families and more.
- ✓ Continued with a series of executive walkabouts to seek front-line feedback on opportunities for improvement in areas of quality and safety. Covering approximately 10 areas per year, walkabouts include Board members and are an opportunity for staff to have face to face time with the Senior Team.
- ✓ Empowered a culture of innovation, as evidenced by 12 foundational clinical projects:

#### COMPLETED

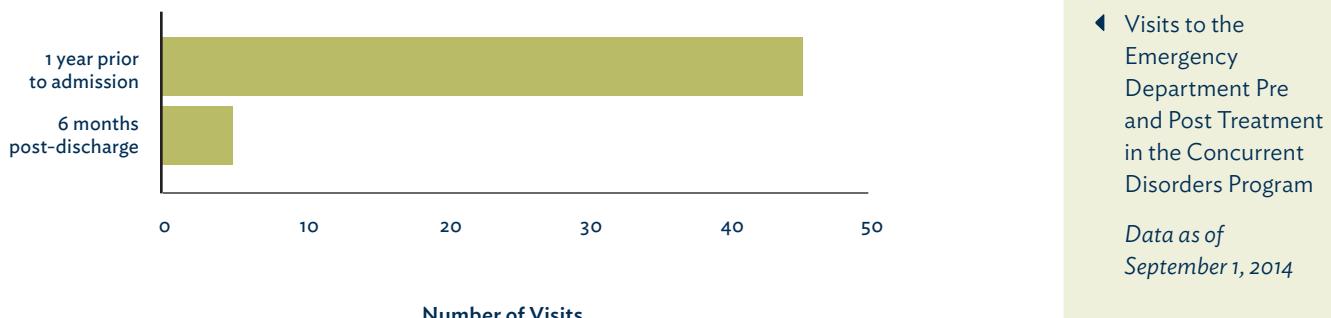
- Integrated Comprehensive Care*
- Youth Wellness Centre*
- Concurrent Disorders Unit*
- Interventional Radiology*
- SJH Research Institute*
- Optimal Start Project*

#### IN PROGRESS

- Elder Care Strategy*
- Chest: Partners in Care*
- Surgical Program: Enhancing the Journey*
- OH BABY! Safe Transitions*
- Effective and Efficient Transitions*
- STEP: Seniors Transition Enhancement Program*

- ✓ **Named one of Canada's Top 100 Employers/one of Hamilton's Top 10 Employers** (2012, 2013, 2014)
- ✓ **The Concurrent Disorders Program has changed the philosophy of how patients receive care when diagnosed with both mental health and addiction concerns.**

Patients in this program receive dual treatment during their inpatient stay. Following their inpatient treatment, they are connected with services prior to discharge in a 'warm hand-off' before being discharged for follow up treatment in the community. The graph below shows the significant decrease in visits to the Emergency Department after receiving treatment in Concurrent Disorders Program.





# Breaking Down Barriers

We will integrate our services internally, and with our partners externally so that transitions of care become safer, more reliable and invisible to our patients and clients. We will place particular emphasis on the poor and marginalized in our community.

## WE SAID WE WOULD:

- Fundamentally break down the barriers of effective integration, discharge planning and transitions into the community so transitions of care at all stages are invisible to those we serve
- Aggressively reduce unnecessary institutionalization, complications, and adverse outcomes
- Provide services that put the patient at the centre of their healthcare experience
- Provide seamless communication between those we serve, and the SJHH team members who are privileged to serve them

## THUS FAR WE HAVE:

- ✓ **Implemented a province-leading model of care (Integrated Comprehensive Care)** that delivers a better experience and better outcomes, crossing all transitions of care. ICC has demonstrated a marked reduction in lengths of stay, the number of patients who require an inpatient rehab stay, the need for a post discharge Emergency Room visit, and readmissions back to an inpatient unit.

EXAMPLES OF ICC IMPACT	LUNG CANCER SURGERY	HIP AND KNEE REPLACEMENTS	CHRONIC DISEASE
Length of Stay	Reduced by 25%	Reduced by 10%	Reduced by 30%
Rehab Referrals	N/A	Reduced by 40%	N/A
Post Discharge ER Visits* (60 days)	Reduced by 50%	Reduced by 25%	Reduced by 40%
Readmissions* within 60 days	Reduced by 56%	Reduced by 10%	Reduced by 40%

- ✓ **Launched a province-leading early intervention program for youth experiencing the onset of mental illness or addiction challenges.** Working closely with community agencies and partners, the program is improving access to care by allowing self-referral and community-based referrals, rather than relying solely on health-provider referrals.
- ✓ **Launched an internal anti-stigma campaign to focus on improving the experience of those with mental illness/addiction who receive care at SJHH.** A baseline survey of perceptions of stigma at SJHH was conducted, with >2,000 responses by staff and physicians.
- ✓ **Introduced Clinical Connect as an electronic solution to better integrate information.** This solution allows clinical data to be connected between all healthcare providers in four Local Health Integration Networks (LHINS 1, 2, 3, 4). Currently, this includes well over 100 participating organizations including hospitals, long term care homes, family health teams, and community health centres.





# Innovation through research and education

## Find Innovation Here.

Research and teaching are a fundamental pillar of our organization. We are committed to supporting our academic capacity, developing and sustaining successful areas of research and improve knowledge translation from bench to bedside.

### WE SAID WE WOULD:

- Implement the findings of our research endeavours
- Drive research evidence into practice, with measurable standards set for clinical programs and clinical support services
- Prioritize target and improve our teaching programs to ensure we are a teaching hospital of choice for learners
- Develop community-based research, focusing on the social determinants of health with our partners in the St. Joseph's Health System

### THUS FAR WE HAVE:

- ✓ **Incorporated a Research Institute with its own governance and executive structure**
- ✓ **Identified research as the number one priority for fundraising for the St. Joseph's Healthcare Foundation**
- ✓ **Built robust evaluations into recent initiatives:**
  - Integrated Collaborative Care
  - ECO Green Program
  - Concurrent Disorders
  - Youth Wellness Centre
- ✓ **Developed a strategic marketing plan to communicate our research mandate**
- ✓ **Introduced a research award for nursing:**
  - Professional Advisory Council Interprofessional Research Award
  - Nursing Advisory Council Nursing Research Award
- ✓ **Introduced research information days to empower research at all levels**

TOGETHER WE  
CAN ACHIEVE  
**365 DAYS OF GREEN**

**365**  
DAYS OF GREEN

Our ECO Green Program

✓ **Implemented findings of our own research in many areas throughout the hospital.**

**Below is a sample of some of these projects:**

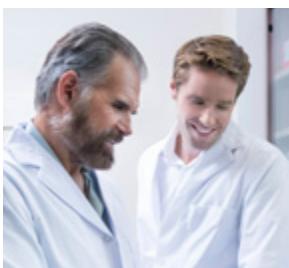


**By evaluating the efficiency of an initial assessment physician in the waiting room, St. Joseph's researchers have validated the presence of this physician in the emergency department – leading to the implementation of the program across a number of local health care institutions. This study was led by Dr. Ian Preyra and Dr. Kelly van Diepen and was conducted within our emergency department.**



**Dr. Sheryl Green and her colleagues at St. Joseph's Healthcare Hamilton have conducted a pilot study on cognitive-behavioural treatment for anxiety in pregnant and post-partum women.**

The pilot study, recently published in the Archives of Women's Mental Health, showed that this specialized treatment group was effective in treating anxiety and even depression during and after pregnancy. The success of this pilot led Dr. Green and her colleagues to continue offering this treatment to patients.



**At the moment, diagnosing an infectious disease – such as Ebola, influenza and chlamydia – usually takes at least three hours using traditional lab equipment.** St. Joe's researchers Dr. James Mahony and Dr. Christopher Stone are developing a portable hand-held device that can detect the presence of these diseases in about 20 minutes. In addition to saving the lives of Canadians by providing early diagnostics, the device could also work towards controlling the spread of diseases such as Ebola and SARS around the world.



**We have successfully tested an antibody that can improve the quality of life for individuals with asthma by relieving inflammation in the lungs.** This study concluded that blocking a specific protein in the lungs with an antibody both alleviates baseline inflammation and provides resistance to allergens for those with mild allergic asthma. The study was led by Dr. Gail Gauvreau, associate professor at McMaster University and Dr. Paul O'Byrne, executive director of the Firestone Institute of Respiratory Health (FIRH) at St. Joseph's Healthcare Hamilton and chair, Department of Medicine at McMaster University.