

A Vision for the Future

Corporate Renewal of St. Joseph's Health System

Our Vision for an Integrated System of Management

*A Report from the SJHS Retreat and Information Session
November 20th, 2009*

Overview

On November 20, 2009, over 30 members of the Senior Management teams of SJHS member organizations met to review the status of the Corporate Renewal (CR) process and to provide input on the development of an integrated management system to best serve our residents, patients, clients, staff and community.

Participants were asked to "think outside the box" and present their thoughts on both opportunities and potential barriers to further integration. As context for discussions at the meeting, all ideas suggested were to meet one or more of the following goals:

Mission (M)

- Supports our Mission for quality of care for all, with special concern for the poor and marginalized;
- Develops strong appreciation for Catholic Mission in the long term;
- Recognize that the Sisters' role in Governance and Management will eventually cease and staff who recall working with the Sisters will retire in the near future.

Quality of Work Life (Q)

- Results in better quality of work life for management and staff by working smarter as a system utilizing economy of energy and expertise.

Efficiency and Effectiveness (E)

- Provides opportunities to reduce costs while maintaining quality in a challenging economic environment;
- Upon the conclusion of this Corporate Renewal process, administrative costs need to be the same or less than current costs.

Presentations

At the session, there were a number of brief presentations which served to inform the group on the status of the Corporate Renewal process and to set the context for small and large group discussions. In the presentations, the following were highlighted:

- CR work to date has primarily focused on governance and legal considerations. Now is the time to turn our attention to management integration;

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Feedback? Questions?

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All feedback will be kept in the strictest of confidence and no individual or group will be identified.

SJHS Member Organizations

St. Joseph's Home Care
(Hamilton)

St. Joseph's Healthcare
(Hamilton)

St. Joseph's Health Centre
(Guelph)

St. Joseph's Lifecare Centre
(Brantford)

St. Joseph's Villa
(Dundas)

St. Mary's General Hospital
(Kitchener)

Holiday Message



We are rapidly approaching the end of another year of tremendous growth and change in the St. Joseph's Health System. This season is an important time to reflect on the values of compassion, dignity and respect that were established by our founders, the Sisters of St. Joseph when they first laid the foundations of their healthcare ministry. It is also a time to joyfully celebrate and reflect on the message the birth of our Lord brings to the world.

Christmas is a time to bring joy, peace, and hope to our families, relatives, friends and, in a larger sense, our communities. As you take the opportunity this holiday season to spend time with friends and families, please remember that giving of ourselves to others in need is the very spirit of the Christmas season and the heart of the culture at each of our member organizations.

On behalf of the Board of Directors and the entire St. Joseph's Health System, we wish you blessings this Christmas season and every good wish for the upcoming year.

Sincerely,

*Sister Anne Anderson
Chair, Board of Directors
St. Joseph's Health System*

*Dr. Kevin Smith
President and CEO
St. Joseph's Health System*

A Report from the SJHS Retreat and Information Session

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- "No idea is a bad idea";
- For the most part, much of the "low hanging fruit" opportunities have been implemented several years ago (e.g. group purchasing, joint contracts, in-house consulting, etc.);
- There is recognition of the large workload our senior executives are experiencing, including many external commitments of time and energy;
- This is NOT an exercise to:
 - Eliminate local partnership opportunities, or
 - Force integration that does not make sense;
- SJHS and member organizations need to put substance to our Vision;
- For the most part, the CR process is on schedule and most major initiatives should be completed by June 2010.

Feedback from Participants

Attendees were divided into small work groups with multi-sector representation and asked to address two questions.

The questions and a summary of the feedback follow:

What are the best new opportunities for management integration to achieve the St. Joseph's Health System vision?

- "Streamline" policies, procedures, and process through knowledge exchange, education and best practices;
- Leverage existing infrastructure to create areas of specialization and decision support;
- Develop a formal succession planning process;
- Re-focus on clinical areas on a SJHS-wide basis including patient/resident safety, risk management, and development of and measurement of indicators;
- Recognize the importance of enhanced SJHS-wide communications, public relations and branding;
- Review consolidation opportunities through a comprehensive business plan model;
- Some initiatives may best be implemented on a sector (e.g. Long-Term

Care) versus an overall SJHS basis;

- Develop a SJHS strategy to recruit qualified new immigrant staff;
- Continue focus on the poor and marginalized as outlined in the 2007 SJHS Board/Management retreat;
- Programmatic opportunities should be explored consistent with the development of a SJHS strategic plan and in partnership with other community providers.

What are potential barriers to further St. Joseph's Health System integration?

- Increased front-end loaded costs;
- Need to maintain local autonomy especially at the Board level for strong community linkages;
- Physical distance between sites;
- Real or perceived intolerance for failure and risk taking;
- Need for understanding of different cultures;
- Perceived inequity/influence between member organizations and sectors;
- Dealing with two different LHINs;
- Barriers to clinical integration that exist in some existing government legislation.

Evaluation

Participants completed evaluation forms on the content and logistics of the session. In the quantitative scoring of six indicators, the majority in each case rated the session as "excellent" and the remainder as "good". Additional remarks included the importance of building trust through face-to-face meetings and our common ground in ensuring the Mission, Vision and Values of SJHS are realized.

Next Steps

The SJHS CEO Group will review the results of the session, and prioritize opportunity areas. Further sessions with the Senior Management teams will be planned in the future.

St. Joseph's Healthcare Hamilton Appoints New President

St. Joseph's Health System (SJHS) is implementing the results of its Corporate Renewal process, aimed at ensuring SJHS provides high quality and well-coordinated care across the communities we serve. One result of the renewal process was the appointment of Dr. Kevin Smith as President and CEO of St. Joseph's Health System. The Corporate Renewal process also recognized the importance of local decision making and leadership, and following a SJHS-wide search process, St. Joseph's Healthcare Hamilton (SJHH) has appointed Dr. David Higgins as its local President, effective January 4th, 2010.

Dr. Higgins has held multiple roles at SJHH. He currently serves as Chief of Staff and as Clinical Professor in the Department of Medicine in the DeGroot School of Medicine. David is an accomplished Respiriologist practicing in the Firestone Institute for Respiratory Health at SJHH.

Dr. Higgins' career at SJHH has included: Chief of Medicine, member of the internal medicine service and attending physician on the Clinical Teaching Unit for 14 years. His other specialty clinical work focused on Respiriology clinical service and outpatient care with a special

interest in sleep medicine. Known to be a strong believer in the critical role of interdisciplinary care, Dr. Higgins has always worked closely with colleagues in nursing, allied health and management.

Dr. Higgins received his undergraduate medical training in Ireland and trained in Internal Medicine and Respiriology in Ireland, the UK and Canada. Following fellowship training at SJHH and McMaster University, he practiced Internal Medicine, Respiriology and Intensive Care Medicine in the Sudbury Hospital system. Dr. Higgins joined the staff at SJHH and McMaster University in 1991. Dr. Higgins has received recognition for his teaching, including the Professional Association of Interns and Residents of Ontario (PAIRO) and subspecialty teaching awards. He is strongly committed to the academic mission of the hospital and McMaster University. He has served as an examiner in the Royal College of Physicians and Surgeons of Canada, and as a member of a number of provincial advisory groups.

Over the past 12 years, Dr. Higgins has taken on increasing administrative responsibilities at SJHH, in the LHIN,



and provincially, and has pursued advanced management training opportunities through the Rotman Business School at the University of Toronto. His leadership in clinical quality, safety and integrated models of care are among his many notable accomplishments at SJHH. Dr. Higgins has also been recognized by his peers for clinical care and for his dedication to the hospital's mission and the legacy of the Sisters of St. Joseph of Hamilton.

Meeting of the Minds – Session Summary

On October 23, 2009, Dr. Kevin Smith invited key opinion leaders to a discussion and feedback session on the SJHS Corporate Renewal process. This *Meeting of the Minds* session was attended by 22 professionals who represented a broad range of experience and expertise from across the Province in health system planning and management, program delivery and service integration. The attendees were provided with previous Corporate Renewal newsletters to obtain an understanding of the Renewal's impetus, progress and goals.

The objective of this session was to:

- Provide advice to the SJHS on its strengths, the risks it faces, and the opportunities and actions it should consider as the System evolves into Ontario's first academic health science centre to provide the full continuum of care through six partner organizations.

The session discussion included:

- The history and background of the SJHS;
- An overview of lessons learned about integration from Ontario's Wait Time Strategy;
- A plenary discussion of strengths, risk and opportunities for SJHS in the areas of: i) proposed governance model; ii) proposed management model; iii) integrating care among the SJHS partner organizations and identifying enablers to support integration; iv) integrating care between the SJHS and other stakeholders and providers across multiple communities; and v) International Outreach Program;
- Final advice on the top actions and outcomes that SJHS should strive for to deliver safe, effective and efficient patient care and exemplary scholarship.

Much valuable feedback was obtained from the session and will be considered in future SJHS planning.

SJHS Board of Directors Approves Reports from Corporate Renewal Legal Review Sub-Committee and One Community-One Board - Hamilton Task Group

On November 26, 2009, the SJHS Board of Directors met and received the reports of two important groups related to the Corporate Renewal Process. Both documents are essentially interim reports as significant due diligence remains to be done before all recommendations can be fully implemented. Outlined below, in general terms, are some of the key process issues and directions which were approved by the Board.

One Community-One Board – Hamilton

- A target date of June 30, 2010 was confirmed to complete the transition process to form a Community-based Board for our three Hamilton-based organizations (St. Joseph's Villa, St. Joseph's Home Care and St. Joseph's Healthcare Hamilton);
- All volunteer Directors from the community will be appointed based on skills/abilities and team chemistry with a commitment to integration;
- The Board will strive for cultural, ethnic and gender diversity to represent the profile of the Hamilton community provided that the skills/abilities and team chemistry goals are met;
- The skills/abilities matrix for the Board will be as follows:

Essential

- Accounting/finance
- Strategic/generative thinking
- Integrated quality management experience, including safety and risk
- Leadership in Mission
- Government relations

Desirable

- Leadership in change
- Legal
- Faith-based experience
- Health care
- Human resources
- Prominence in local community
- Leadership outside the community
- Care for poor and marginalized
- Education and research

- Existing Board members of our Hamilton-based organization will be encouraged to apply for positions on the "new" Board. Positions will also be advertised in local media;
- The initial focus of the board will include the development of a strategic plan supported by a balanced scorecard and performance indicators to measure success;
- Appropriate celebration will take place in recognition of the contributions and legacy of our existing Boards;
- Opportunities will be pursued to publish/present the SJHS model of integration to external audiences.

Legal Review

- Bylaws and governance policies will be revised and Memoranda of Agreements established to reflect the recommendations of the Legal Review sub-committee and Corporate Renewal task groups;
- The current SJHS practice of developing a common bylaw template with designated sections for local customization (e.g. number of Board members, ex-officio positions, etc.) will be continued;
- Detailed position descriptions will be developed for site "Presidents" or "Administrators" clearly defining accountabilities to the SJHS President and CEO and local Boards;
- The Legal Review sub-committee is to work closely with Father Frank Morrissey to identify Canon Law requirements as part of the due diligence process;
- A comprehensive Board orientation/continuing education program is to be developed for all levels of the organization with an emphasis on fiduciary responsibilities;
- The legal review process is complex with a requirement to consider a number of pieces of important legislation. These include but are not limited to:
 - Corporations Act
 - Public Hospitals Act
 - Long-Term Care Homes Act
 - Charitable Institutions Act
 - Mental Health Act
 - Local Health System Integration Act
 - Public Sector Labour Relations Transition Act
 - Commitment to Future of Medicare Act
 - Employment Standards Act

In developing the report, the committee strived to strike a balance between compliance with legislation, mitigation of risk and practical considerations of governing/managing a complex organization in an effective and efficient manner.