



Leadership in Mission
**Report on Mission, Spiritual Care
and Health Care Ethics**
2015/2016

Report on Governance and Leadership

As we approached 2015/16 we knew the year would provide opportunities and challenges. We would finally be through all our restructuring and construction and would have the opportunity to fully focus on “Earning Complete Confidence,” demonstrating the culture and performance of St. Joseph’s in the accreditation process. We would be faced with ongoing budgetary challenges, an uncertain political landscape and navigating the ethical issue of physician-assisted death. Through all of our challenges and triumphs, St. Joseph’s physicians and staff proved once again that rising to the occasion is part of what we do.

We continue to provide exceptional care to our patients while living out our mission every day. Health care isn’t easy. We are constantly challenged by politics, care demands and the changing world around us. It is more important than ever to focus on those who need us, as we embark on another year of challenge and change.

We are very blessed to have incredible teams of talented staff and physicians. Without the steadfast dedication of our teams we would not be able to live out our mission – caring in the example of Jesus Christ... attending to the wholeness of each person – body, mind and spirit... through all stages of life, health, suffering and death.

We are pleased to present the Report on Mission, Spiritual Care and Health Care Ethics, which is provided annually to the St. Joseph’s Health Care Society – owners and sponsors of St. Joseph’s Health Care London. It is also available on the St. Joseph’s Health Care London website with our Annual Report to the Community.

In this report you will find highlights of the initiatives and accomplishments achieved through the efforts and support of so many.

Dr. Gillian Kernaghan
President and CEO


Philip Griffin
Chair, Board of Directors



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Work of Health Care Ethics Committee of the Board



The most important issue for the Health Care Ethics Committee of the Board was that of physician-assisted death (assisted suicide and euthanasia) and the consideration of the Catholic perspective. At the October meeting, the committee reviewed the implications of the *Carter Decision* and discussed concerns relating to terminology and issues that we saw arising from the decision. Throughout the fall, the committee watched as governmental committees were formed to assist in drafting legislation. That entailed our local committee review of various recommendations made to these committees to assist in developing insights into the complexities of physician-assisted death and to ensure the St. Joseph's position was consistent with the provisions of the Health Ethics Guide (CHAC 2012). Meetings of the committee in early 2016, were devoted to a review of the plans and materials developed by the Senior Leadership Team and by our Ethics Team for the education of both our staff and patients/residents and reporting on these issues to the Board.

Deepening Understanding

The Organizational Development and Learning Services eLearning team are in the final stages of the development of Catholic Mission Leadership eLearning program under the guidance of the Mission Committee. This program supplements the Catholic Mission Leadership classroom course. This program will become an orientation requirement for all new employees to deepen their understanding of the legacy of the Sisters of St Joseph and our legacy organizations. It will be required learning for all leaders, as prerequisite for the Catholic Mission Leadership course.

The eLearning program will be dedicated in memory of Kathy Burrill.

Strategic Plan Focus

In February, Dr. Gillian Kernaghan, CEO, provided details to the Mission Committee on the numerous ways Mission is reflected in our current strategic priorities. Phrases from St. Joseph's mission statement linked to specific goals within the three building blocks of the strategic plan: Our Patients; Our People and Clinical, Education and Research Excellence - emphasizing advocating for those who are vulnerable and without a voice. A number of areas where St. Joseph's is actively engaged in advocacy efforts include but are not limited to:

- Physician-assisted death
- Palliative care
- Transitional lifelong clinic
- Housing
- Occupational Stress Injury Clinic
- Chronic pain
- Hospital funding



Accredited with Exemplary Standing

St. Joseph's dedication to providing quality care, ensuring patient safety and service excellence was clearly demonstrated in our commitment to earn the complete confidence of those we serve; which was highly visible through the Accreditation Canada survey (Sept. 28 to Oct. 2).

St. Joseph's met 1719 of the total 1727 applicable accreditation standards evaluated—a success rate of 95.5% .. A remarkable achievement that we have accomplished now, twice in a row!



"It was palpable as we moved across the various sites that your culture and your history is reflected in how you deliver your care."

Ron Noble, lead

"The staff are engaged. You see it you, you feel that they go the extra mile. There are challenges but you are working to solve one challenge after another. They are strong. They go the extra mile."

Lynn Lauzon, surveyor

"We have an incredible foundation. We have a burning ambition to continue to improve. We never say we are done. We have a commitment to build." Dr. Gillian Kernaghan, CEO

Clinical Ethics: Year in review

There are always potential conflicts of values in health care. The Supreme Court of Canada's decision on physician-assisted death (euthanasia and assisted suicide) that was announced in February 2015 has been a particularly poignant example. Canadians remain quite divided on this issue, often using their personal experience with illness or the death of a loved one to form opinions. This was very evident at a public forum held this past winter in

London by the Ministry of Health and Long-Term Care. The real-time polling of participants demonstrated a strong diversity of opinion. If nothing else, the difficult topic has started conversation about individual wishes, ethics and morals more generally. Respectful dialogue on challenging issues is healthy for our society and good for health care ethics, as we draw parallels to other values in health care, such as doing good (beneficence) and not doing harm (non-maleficence).

Ethics Awareness Week

Ethics Awareness Week is an annual opportunity to remind ourselves about ethical issues in health care and to promote discussion about the ethical treatment of others. At St. Joseph's, Ethics Awareness Week is aligned with World Day of Prayer.

The Supreme Court of Canada decision on physician-assisted death made a natural topic for this year's Ethics Awareness Week. Four presentations covered this theme, tailored for St. Joseph's different patient populations. Presentations highlighted the Catholic response to this change in Canadian society – that life is respected from conception to natural death. Catholic health care does not include hastening death as a direct action or intention.

In addition to the presentations at St. Joseph's Hospital, Clinical Ethicist, Marleen Van Laethem presented on physician-assisted death as it relates to geriatric populations delivered at Parkwood Institute and webcasted to our other sites and 19 other facilities across Ontario.

As part of the weekly Continuing Professional Development series in mental health, members of the Mental Health Ethics Education and Consultation Committee presented on physician-assisted death as it relates to mental health. The presentation was well-attended at Parkwood Institute's Mental Health Care Building and was webcast to Southwest Centre, the ACT teams and London Health Sciences Centre.

Ethics Committees' Activities

In addition to the regular work of the Ethics Leadership Council and the three Ethics Education and Consultation Committees, many conversations have taken place on physician-assisted death. Conversations include awareness building about the

topic and staying apprised of provincial and national developments, discussing potential scenarios across our various patient populations, collaborating on resource development for clinicians, leaders, patients and families and answering questions from colleagues.

Understanding physician-assisted death

The Supreme Court of Canada (SCC) has ruled that physician-assisted death will be decriminalized as of June 6, 2016, within specific parameters. The person requesting assistance must be an adult with capacity for decision-making who clearly consents to termination of life and has a grievous and irremediable medical condition that causes enduring intolerable suffering as determined by the person.

St. Joseph's Catholic mission calls us to affirm the sacredness of life while respecting the needs and values of all those we serve and work with. The Catholic perspective on hastening death is laid out in the Health Ethics Guide: treatment decisions for the person receiving care are never to include actions or omissions that intentionally cause death. (Article 87) Also, the exercise of conscientious objection must not put the person receiving care at risk of harm or abandonment. (Article 165) Another important distinction is that refusal to begin a medical procedure or treatment (or refusal to continue a treatment) is not the equivalent of suicide. (Article 89).

At St. Joseph's, we draw alongside our patients to try to understand their suffering and to alleviate their burden and are actively involved in a number of clinical areas where this takes place, including palliative

care, chronic pain management and suicide prevention. Our Catholic mission calls us to give priority to the vulnerable and marginalized in our society.

St. Joseph's has been in close communication with our Catholic health care partners across the province and country, as well as with our secular health care partners. In-depth discussions have been held with many teams across St. Joseph's to build awareness, produce resources for our leadership and clinicians, as well as for patients and families.

As clinicians we must acknowledge the challenges and difficulties that a patient may be feeling. Being aware of our own beliefs and biases is highly important as we convey compassion and understanding, without judgment. We should respectfully explore all relevant options and supports, whether within our programs or with our health care partners. Some important points are:

- Catholic health care facilities will not be providing assisted suicide or euthanasia. Some patients may express a firm request and we will respond respectfully and compassionately. St. Joseph's will facilitate the patient to access the fullness of information for their informed consent decision. This may involve transfer to another facility for information and assessment, or

discharge to the person's home if that is their wish. This may involve transferring the care to another physician. This is an example of the many important processes that will need to be developed.

- Catholic moral theology does not impose a duty to prolong life at all costs – this is a myth. We take our guidance from the patient's values. Some patients value life at all costs, some place more value on quality of life.

- According to literature, in countries where assisted suicide/euthanasia is currently allowed only a small fraction of the population request this and an even smaller group of people follow through. People understandably have fears about end of life.

- Good communication between patients, families and health care providers has never been more important.

Many questions still exist around physician-assisted death. It was obvious that continued discussion and discernment needs to take place after the release of Bill C-14 on April 14, 2016. The federal government reports they will work with the provinces on further detail. St. Joseph's will be developing further resources for our patients as well as for physicians and staff as they navigate this complex issue.

(As of May 2016)

Vulnerable Persons Standard

The Board of Directors, though a recommendation from the Health Care Ethics Committee of the Board, has added St. Joseph's Health Care London to the list of supporters of the Vulnerable Persons Standard.

The standard has been developed with the aim of influencing lawmakers to

limit the potential harms of physician-assisted death by adding appropriate safeguards to the legislation.

St. Joseph's feels the standard's approach to recognizing the impact of unmet needs aligns well with our vision and particularly our approach to end-of-life care and our recovery model of care in mental health.

The standard was developed with input from many national advisors in the fields of ethics, law, health care and support; and many hold Catholic leadership positions.

The intention of the standard is to limit harm in relation to physician-assisted death.

Spiritual Care

Chapel re-openings, ordinations and a national research award - another year of progress and evolution for Spiritual Care.

The Spiritual Care Team has continued to grow and stretch in practice and scope. We have welcomed new faces and said goodbye to others all while focusing on those we are called to serve.

Within our Clinical Pastoral Education (CPE) program we continue to draw students and those interested in career changes to our programs.

Stephen Yeo, teaching supervisor and chaplain at Parkwood Institute Mental Health Building has been integral in teaching interns.

In June 2015, St Joseph's Hospital Chapel was reopened (see story on page 144). The reopening was presided over by auxiliary Bishop Dabrowski and attended by leaders, Board and Society members as well as staff. It was the

culmination of three years of dedicated work and attention to give this beautiful sanctuary a face lift. Those who participated in the refurbishment did not see this as work, rather a service or a vocation. The painter who worked so masterfully on restoring elegance to the chapel took great delight in saying, "while doing this I became an artist, not just a painter."

"While doing this I became an artist not just a painter."

In February, we celebrated World Day of the Sick at Parkwood Institute, presided over by Bishop Ronald Fabro (see story on page 24). It was one of the worst storms of the year, however many attended to make it a wonderful and moving celebration.

On February 7, we had a first for our team as one of our staff chaplains, Heather Vanderstelt, was ordained as a minister in the Presbyterian

Church of Canada, in the Chapel of the Good Shepherd at Parkwood Institute (see more below). We were very pleased that Heather was able to be ordained within the halls of her lived vocation.

In December of 2015, a research article was published in the Journal of Pastoral Care and Counseling "Walking the Labyrinth: Considering mental health consumer experience, meaning making, and the illumination of the sacred in forensic mental health setting". Stephen Yeo was one of the authors of this research paper led by Clark Heard, and Jared Scott from mental health care. Stephen also won the group research award from the Canadian Association of Spiritual Care. Stephen was very humbled by this award and

shared his joy with coauthors, Clark and Jared.

Spiritual Care welcomed two new staff members to the team. In November, Jessica Baker, a specialist with the Canadian Association for Spiritual Care, brought with her a vast experience in the field of mental health from her work with the Grey Nun's Hospital in Edmonton.

Alida van Dijk was also welcomed to the team. She is a specialist with the Canadian Association for Spiritual Care and a provisional teaching supervisor for pastoral counseling education.

Chaplain ordained in the Chapel of the Good Shepherd



Heather, in white, with her Spiritual Care colleagues on the day of her ordination.

Chaplain, Heather Vanderstelt was ordained in one of St. Joseph's own chapels. "The opportunity to celebrate personal and professional accomplishments with my work colleagues as well as friends and family in a setting that is meaningful to my journey and my work and ministry was so memorable," says Heather.

In speaking of her future work Heather reflects on her goal for sacred spaces. "My focus is to increase use so that it is a popular resting and gathering place for patients, families and staff. We have been gifted with a lovely location and my desire is for it to be as welcoming as possible. Hospitality is an important aspect of spiritual care."

Celebrating endings

Kathy McLellan Lant retired from St. Joseph's this year. For the last seven years, Kathy has been integral in organizing the World Day of the Sick Mass. Kathy's faithful devotion to the St. Joseph's values and the comfort she has brought to so many, will be missed.

Pictured: Bishop Ronald Fabro blessing patient Giuseppina D'Arrisso at World Day of the Sick, organized by chaplain Kathy McLellan Lant.



Our loss, Heaven's gain

It is with great sadness that our organization lost Kathy Burrill, Vice President Communication, Patient and Public Relations, suddenly in November 2015.

Kathy was a visionary, a creative mind, keen strategist and a master storyteller. Kathy dedicated herself to keeping St.

Joseph's sights on

what matters most. In our hearts she will remain, always, a cherished member of the St. Joseph's family. Her eloquent words, her talent, her vision, her presence of the last 31 years live on in the chronicles and legacy of our organization.

We are pleased that Karen Stone, VP Human Resources and Facilities, will be expanding

her current role in mission leadership and was appointed to lead mission strategy for St. Joseph's. We are confident and comforted that Karen will pick up this most important part of our legacy.

In her honour

In memory of Kathy Burrill, St. Joseph's has amended the name of the Leadership in Mission Award to the *Kathy Burrill Leadership in Mission Award*. Through her work with the Mission Committee, Kathy made remarkable contributions to St. Joseph's. She helped to create recommendations of commitment from St. Joseph's to the Ministry of Health, ensured St. Joseph's shared stories of mission effectiveness and always reflected the chain of mission to honour the spirituality of the Sisters of St. Joseph. Given each year, the award celebrates extraordinary efforts to exemplify and advance St. Joseph's roles and values as a Catholic, academic and community-oriented health care provider.

Awarding extraordinary leadership

Demonstrating extraordinary leadership, vision and commitment during a time of tremendous transformation to health care in London, Dr. John Denstedt is the first recipient of the newly named Kathy Burrill Leadership in Mission Award, one of two Presidents Awards for Leadership.

Demonstrating “extraordinary” leadership, vision and commitment during a time of tremendous transformation to health care in London, Dr. John Denstedt is the first recipient of the Kathy Burrill Leadership in Mission Award.

The Kathy Burrill Leadership in Mission Award celebrates efforts to exemplify and advance St. Joseph’s roles and values as a Catholic, academic and community-oriented health care provider. Recipients are effective change agents and forward-thinkers – the type of leader others want to follow or work with in partnership. At the same time, they lead in keeping with the example of our founders, upholding our rich history and traditions. Those nominating urologist Dr. Denstedt, Chair/Chief of the Department of Surgery from 2002-2016, feel he exemplifies these attributes daily.

“John empowers and supports potential of colleagues,” says Dr. Hassan Razvi. “He has been an effective mentor to many physician leaders, promoting our own career development by giving us the chance to learn from him and to participate in leadership opportunities.”

Dr. Denstedt checks off all the boxes of a leader in mission, say colleagues, from his high standard of ethics when the stakes are high, to his clear vision for surgery citywide and staunch support of St. Joseph’s role, to many advances he has led in teaching and

surgical practice in London.

“John’s ability to respectfully establish mutual

purpose, explore others’ opinions and then come to a decision that would be best for both patients and our organization cannot be overstated,” said Michelle Mahood, Director of Ambulatory Services.

Others were not short of words in describing Dr. Denstedt’s dedication to the mission and vision of St. Joseph’s by ensuring the needs and concerns of the organization were heard

during the many years of restructuring. As a result, leading edge surgical programs continue to flourish at St. Joseph’s Hospital.

“John’s well thought out vision for surgery citywide and his ability to communicate that vision effectively have led to many advances in the training of surgeons and the practice of surgery in London,” says Anne Marie McIlmoyl, Director of Perioperative Services. “Some examples include his unprecedented recruitment of faculty, the development of surgical simulation and the establishment of Institute for Clinical Evaluative Sciences at Western University.”

Dr. Denstedt’s numerous contributions to St. Joseph’s as an effective administrator, respected leader and surgical innovator are well known locally, nationally and internationally, making him a most deserving recipient of this prestigious award, say colleagues.



Keeping the legacy alive - Sisters of St. Joseph Awards

The Sisters are "grateful, humbled and proud" of the legacy that lives on across St. Joseph's – meaningful words on a significant day.



Recipients of the 2016 Sisters of St. Joseph Awards for Excellence were honoured at a ceremony attended by colleagues, family and friends on Mar. 18. From left are Sharon Molnar, Cathy Slaa, Chris Fraser and Izabela Irving.

The message was delivered by Sister Jacqueline Janisse, who represented the Sisters at this year's Sisters of St. Joseph Awards of Excellence

ceremony. It was directed not only to the four 2016 award recipients but to all staff, physicians and volunteers across the organization who value and live our mission.

"I truly believe that the spirit of those Sisters of St. Joseph who have gone before us, and those of us who still walk this journey treasuring the legacy of the St. Joseph Health Care

mission in London, are grateful, humbled and proud of how you have accepted it and continue to give it life.”

This year’s recipients have very different roles – nurse, pharmacist, dietitian and accountant. Yet all share the remarkable attributes of the Sisters of St. Joseph – excellence, positive attitude, reliability, honesty, efficiency, creativity, respect, caring, compassion, empathy and appreciation for the work of others. In accepting their awards, however, each talked about what St. Joseph’s gives to them.

“Twenty-eight years ago, on May 5, 1988, around 2 am, I was wheeled into Parkwood on a stretcher after arriving home from South Africa where I’d spent the previous 4 ½ months in a hospital after being swept off a cliff by a giant wave,” said award recipient Chris Fraser.

Following a long recovery from spinal cord injury, Chris would complete a degree in nutrition and return to Parkwood Institute, this time as a registered dietitian, joining the same team that made her recovery possible.

“Despite the circumstances that brought me here, I knew it was a special place with special people and an energy that I wanted to be part of,” said Chris, calling the award an “honour of a lifetime.”

In introducing award recipient Sharon Molnar, colleague Bonnie Lee said Sharon “has personally transformed the arc of many patient experiences from ordinary to unforgettably extraordinary by putting patients first – every patient, every time.”

In accepting the award, Sharon, pharmacist in the Prescription Shop, said she feels fortunate to work for an organization that

encourages patient engagement. “I’m a firm believer that small acts of kindness can have a lasting impact on those we surround.”

Cathy Slaa, coordinator in finance, began her accounting career at the tender age of 11 when she began helping her father, also an accountant. Long before coming to St. Joseph’s, faith and caring was central in her life, having grown up nurtured by the Christian faith.

“For me that has always meant service to others where ever I am, at work, at home or in the community,” said Cathy. “And not just when it’s easy.” The Sisters of St. Joseph, she added, “have left us a legacy of excellence and more than a life time of examples of their service to the community. And they had wonderful financial skills!”

Registered nurse Izabela Irving had the audience in stitches when she said she didn’t have a good story about why she became a nurse. “I liked the uniform. But I didn’t know it would be so much work to iron it!”

A humble Izabela, who works in veterans care, praised the “wonderful” team that serves the veterans.

“It’s not a one man job. That’s why it’s so important to recognize everyone on 2 Perth - from leadership, to housekeeping, to allied health, volunteers, companions, and of course my fellow nurses. They all deserve to be where I am at this moment.”

The bridge to the past and future

It was described as a homecoming. On June 11, the historic St. Joseph's Hospital Chapel officially reopened after three years of being closed for safe-keeping during construction of the new wing and accessible entrance at the corner of Grosvenor and Richmond Streets. The majestic sacred place is a London heritage site that marked 100 years.

While the hospital has had a place of prayer since it was opened by the pious Sisters of St. Joseph in 1888, the chapel in its current location, largely as it exists today, was built in 1915 when a new wing was added to the hospital.

"While it has seen many changes over the years, the past century has not altered what the chapel represents or its significance," says Dr. Gillian Kernaghan, President and CEO of St. Joseph's. "The Chapel speaks to the importance of faith in the journey of healing for patients and

their families and in the resilience needed by care providers. It speaks to the continuity of the St. Joseph's mission. One of our key values is compassion and the faith embodied in the chapel is a faith grounded in grace, compassion and a servant heart. Today is indeed a long-awaited homecoming of all that is special about St. Joseph's Hospital."

On June 11, staff, physicians, volunteers and special guests gathered as Auxiliary Bishop Joseph Dabrowski led a special ceremony and blessing of the chapel and the new Zone A. Restoration work undertaken before the reopening has renewed the serene beauty of the chapel while maintaining its historic Renaissance style and Romanesque design. While modern touches were added, such as retrofitting the crystal chandeliers with new lighting technology, other new elements, such as hardwood floors, have

New home for a wonder-worker

Upon arriving to the chapel you may notice Saint Philomena there to greet you. This large stained glass window was originally in the oratory of the old St. Mary's Hospital. Referred to as "Philomena, Powerful with God" and the "Wonder-Worker of the Nineteenth Century", Saint Philomena is a beautiful addition to our chapel.

Living our mission: Featured stories





“The chapel has been the setting for countless rituals and celebrations – both joyful and solemn – and woven through the decades is a common theme,” says Ciaran McKenna, Coordinator of Spiritual Care at St. Joseph’s. “It’s always been, and continues to be, about support for our community, a community of many faiths and beliefs. At any hour of the day or night, one would find patients, families and staff sitting quietly in this restful place, sharing their cares,

brought the chapel back to its original look of a century ago. The work was funded through the generosity of the St. Joseph’s Health Care Society – owners and sponsors of St. Joseph’s Health Care London –which made a significant donation in honour of the Sisters of St. Joseph.

hopes, fears and celebrations with their higher power.”

The St. Joseph’s Hospital Chapel, adds Dr. Kernaghan, “is our bridge to the past and our bridge to the future. We are so happy to be home again.”



Panes of Consolation

In timing with the chapel rededication ceremony last June, St. Joseph’s launched *Panes of Consolation: Inspirations from the Stained Glass Windows of St. Joseph’s Chapel*. In celebration of the Chapel’s 100th Anniversary the book was authored by Fr. Michael Prieur, pictured. A guidebook for the stained glass windows, the book depicts the sacredness of the glass windows beauty and religion. Written with several purposes it provides explanation to religion within the panel, demonstrates how the window moves a person’s heart and suggests how the windows can have a deeper meaning for others in their own times.

A different world in the heart of London

During February and March, three staff members became a mini mobile medical team in response to an urgent request by the South West LHIN for help in meeting the health care needs of London's Syrian refugees.

Every day for the first six weeks, they pushed and pulled a wagon filled to the brim with basic medical supplies along snowy sidewalks to attend to the most immediate health care needs of London's burgeoning Syrian refugee population.

From their well-equipped, state-of-the-art spaces at St. Joseph's, the team found themselves in large London hotel rooms with no exam beds or patient privacy - even without easy access to running water in one location - and hundreds of Syrians needing care. At one hotel, make-shift exam beds were created by pushing together tables and chairs and a projector screen tipped on its side became a privacy screen.

And yet this dedicated trio describes the experience as

meaningful, illuminating and infinitely rewarding.

Nurse practitioner Caitlin Carreau, OR nursing unit secretary Angela Morgan, and admitting clerk Marlo Davidson were St. Joseph's quick response to an urgent request from the South West LHIN on behalf of London InterCommunity Health Centre (LIHC) to deploy staff members to support health assessments for Syrian refugees. They were part of a partnership of LIHC, the Cross Cultural Learner Centre (CCLC) and Thames Valley Family Health Team addressing the health care needs of the Syrian newcomers that require immediate attention.

Ingenuity, perseverance and heart best define the St. Joseph's team. In the centre of London, they are on the frontlines in a very different world.

In a normal year, London sees less than 300 refugees arriving in the city, according to the CCLC. Since December 2015, 878 Syrian refugees have flooded into London, most arriving in January and February. Another 800 are expected by the end of the year.

"It's been a huge learning curve for me," says Caitlin, who was seconded from her role in Adult



Ambulatory Services at Parkwood Institute's Main Building. "As a nurse practitioner I'm working very independently so have been pushed to the limits and boundaries of my profession. And learning about the culture has been eye opening."

A tiny clinic space was eventually created within the CCLC for the mini mobile medical team. Some mornings, a crowd is waiting outside the centre for their arrival, referring to Caitlin, as "doctor" despite her best efforts to inform them otherwise. She sees everything from ear and throat infections, skin rashes, pregnancy concerns and dental pain, to infections from surgical procedures performed while the Syrians were living in refugee camps in Jordan, Lebanon, Turkey and Egypt.

Many have chronic illnesses that need to be followed, such as diabetes. Some, like a three-year-old who had heart surgery before coming to Canada, and a two year old with kidney damage, need

ongoing care from specialists.

It was Marlo's daunting task to create medical charts for the refugees, and Angela's to find family doctors for each family. Of the 538 Syrians on her initial list, she has so far, with great diligence, found family doctors for 200.

Any medications and doctor reports the Syrians come with are in Arabic, says Marlo. While interpreters are available, "we often rely on hand signals to know what's wrong. It's like charades."

It's been a daunting, intense and often-overwhelming two months, professionally and personally, the three say, but the highlights are many.

"I'm so glad the children are here and can go to school and play outside," says Angela, who has revelled in getting to know the children and their families who live in the CCLC's dorm-like quarters before more permanent housing is found. "Every day you can see them feeling safer in their new world."

There are tears when the three

Their New Bethlehem Journey

*Angels of a different ilk,
shared the news to war torn worriers,
mothers and fathers and children,
who knew only shrapnel and hiding,
"soon, soon" they sang, "we will wing you to
your new Bethlehem."*

*As disciples of the invitation,
they trusted the missive received,
and they travelled
and arrived with hopes
with hopes that their loved ones will follow,
and that that the stables they find
will continue to abound with
love and welcome.*

*How will I make room in my inn
for these travelling sheep,
these herded humans,
and ensure a safe place for them
to lay down their head.*

By Ciaran McKenna


In response to Syrian refugees coming to Canada

talk about their experiences.

"When you stop to think about all the turmoil these families have been through, essentially having to leave everything behind, it makes you appreciate how fortunate we are," says Marlo. "I'm delighted they're finally stable, safe, happy and able to call Canada home. You can hear the children outside playing in the snow shouting "I Love Canada".

shouting "I Love Canada".

While their work with the Syrians as a medical team has come to an end, all three say the bond they now have with each other, relationships built with partner organizations, and their memories of this time, will endure. Their involvement with the Syrian people, they add, will also continue – one way or another.



A young Syrian refugee is all smiles at the Cross Cultural Learner Centre while she plays with a stethoscope and waits her turn to see nurse practitioner Caitlin Carreau, one of three St. Joseph's staff members who helped meet the health care needs of London's Syrian refugees.

Reaching out

St. Joseph's Hospital has created a new peer mentor role to support individuals living with HIV.



When Louise was diagnosed with HIV there was so much she didn't know but was afraid to ask.

She didn't know what services were available to her. She had questions about medications and treatment but was too intimidated to talk to her doctor. She needed someone to dispel the myths and "connect all the dots" when it comes to living with HIV. Most important, Louise could have used someone to provide reassurance – someone who really knew.

Five years later, she is now that person for others.

At St. Joseph's Hospital, the Infectious Diseases Care Program (IDCP) recently implemented an

important new role – peer mentor – to provide support to individuals newly diagnosed with HIV.

The idea was raised at an IDCP Community Advisory Committee, a group made up of IDCP team members, patients and community partners, explains IDCP social worker Susan Clifford.

"There are many challenges that individuals newly diagnosed with HIV have in accessing and engaging in care," says Clifford. "It's even more challenging for individuals who experience homelessness, poverty, addictions and mental health problems. Patients on our advisory committee have shared their experiences when they first entered care and

identified how helpful it would have been if there had been someone with a shared experience they could have talked to. One of our patients offered to be that person and it grew from there."

Louise, who has been trained as a volunteer at St. Joseph's, is no stranger to mentoring. For the past two years the 33-year-old mother of two has been a peer interviewer with a national study that seeks to understand if women-centred care can improve health outcomes for women living with HIV in Canada. Participants in the study are interviewed by "peer research associates" who are women living with HIV and integral members of the research team.

Louise will continue with the research study as well as fill the IDCP peer mentor role. "I know how much it is needed and I knew it was something I could do."

St. Joseph's peer mentor program is open to anyone in the London area living with or at risk of HIV infection. Individuals can call the peer mentor phone line added and leave a telephone number. The call is confidential. Individuals

HIV peer support is here for you

Learning to live with HIV can be challenging, even overwhelming. You may have questions about the virus, treatment, medication and where to get help. At St. Joseph's Hospital a peer mentor provides a safe place to ask questions, can help you understand HIV, and will assist you in getting the care you need. The peer mentor knows what it's like to live with HIV because they are living with it too. All it takes is a phone call.

If you would like to talk with a peer mentor, please call to 519-646-6000 ext. 61330 and leave a telephone number where you can be reached. Your call is confidential. You can choose to leave your name or not. A peer mentor will be in touch with you as quickly as possible.

can choose to leave their name or not. The peer mentor will be in touch as quickly as possible.

While Louise is the first person to fill the peer mentor role, Clifford hopes to see the program expand with additional volunteers.

“We are very excited to offer this support,” says Clifford, “and are thrilled to have someone so inspirational fill the role.”

Infectious Diseases Care Program

St. Joseph’s has been treating people with HIV/AIDS since the disease appeared in the mid-1980s. The Infectious Diseases Care Program meets the outpatient needs of HIV-infected and affected populations across the region, providing medical/psychiatric, nursing, social work, pharmacy, and nutrition services. The focus is on both medical as well as psycho-social aspects of HIV/AIDS. In total, about 500 patients are currently being treated at St. Joseph’s for HIV/AIDS, from infants to patients in their 80s. The program also provides care for patients with a broad range of other acute and chronic infectious diseases.



What started as a search for a worthwhile project for a knitting group at St. Joseph’s to pursue in their leisure time, has resulted in creations that soothe and calm people with dementia.

As soon as Noelle Tangredi, eLearning Developer from Organizational Development and Learning Services, came across the inspiring idea of knitted hand muffs (cylinders that keeps hands warm) for people with dementia, she knew it was the perfect fit for her group. “We knit the

muffs with soft, chunky or novelty yarns for varying textures, then attach objects like buttons, strings and beads,” she explains.

The concept behind the muffs is that people with dementia like to have something to keep their hands occupied. The muffs keep hands warm, and provide visual, tactile and sensory stimulation. Behaviour Analyst Bruce McBride explains that when people with dementia are restless, the hand muff provides stimulation and reduces anxiety.

The hand muffs are having remarkable results for some

patients. Jennifer McPhee, a Therapeutic Recreation Aide at Mount Hope, says, “We have a resident who talks loudly and repetitively, but once she puts the hand muff on she becomes very calm.”

At Parkwood Institute, Therapeutic Recreation Specialist (TRS) Tichelle Schram is finding the hand muff particularly helpful with one patient who loves to tinker. “It helps him focus his energy and attention on something positive,” she says.

Currently the knitting group has donated hand muffs to patients and residents with dementia at Parkwood Institute and Mount Hope who would most benefit, and to others who have asked for them including staff caring for a parent at home who has dementia.

“This is definitely an easy project for new knitters,” says Noelle. “We would love it if others in the community want to join in.”

Pictured: Cindy Pandke, Noelle Tangredi, and Kim Reid are the core group knitting the hand muffs.



A legacy of love

At 102 years old, Vince Wise, a veteran at Parkwood Institute, can still sing a love song that would capture any girl's heart.

While tenderly embracing a photo of his late wife, Vince's eyes gleam with joy as he sings her favorite love song. His voice catches for a brief moment on the lyrics, "someone like you," as he's transported to another place, another time.

"She loved to hear me sing," Vince recalls. "We had a great love for 74 years - she was the love of my life."

With the help of music therapist Jill Kennedy, Vince's musical talent and most treasured memories continue to flourish.

Music therapists are accredited health care professionals who use music to help promote, maintain and restore mental, physical, emotional and spiritual health. Music therapy has been shown to help improve an individual's cognitive function, motor skills, social skills and quality of life.

At Parkwood Institute, Jill works with patients in the Palliative Care Program and residents in the Veterans Care Program, delivering music therapy sessions tailored to meet each patient's specific needs.

With guitar in-hand, Jill accompanies patients as they sing favourite songs or play musical instruments in group or individual sessions. She also helps patients and residents like Vince create a "legacy gift" – a digital recording of songs, stories and expressions to share with loved ones for years to come.

"Music is a great way to reminisce and reflect on life," says Jill. "It's a natural way to stimulate and capture very specific memories from all different times of our lives. Music allows people to share these memories and express themselves."

As part of Vince's legacy gift he and Jill have been recording songs and

numerous stories of love, bravery and adventure.

During World War II Vince, in his early twenties, was lucky to survive after his ship was torpedoed by a German submarine while stationed at Gaspé, Quebec. While the attack only damaged part of his ship's stern, he recalls how similar ships traveling up the St. Lawrence River were not so lucky.

While working as a bellhop at Toronto's Royal York Hotel, Vince earned \$35 a week but singing was what opened the door for him to make a lucrative living. Once described as the "best tenor of his time," Vince was hired to sing at numerous parties and corporate events, where he made more than \$700 a week – at a time when a loaf of bread cost around 10 cents.

For Vince, music and love are irrevocably intertwined, forming a thread woven throughout some of the most important moments in his life and helping him stay positive.

"Vince's last name is Wise and he lives up to his name – he has lots of wisdom to share," adds Jill. "Throughout many hardships in life he has chosen to reflect and sing about the moments that have brought him the most joy and love."

Vince ends each music therapy session by singing his wife's favorite love song, "Let the Rest of the World Go By." "It's been a wonderful 102 years," says Vince.

Pictured: Vince Wise, a veteran at Parkwood Institute, singing his favorite love song with music therapist, Jill Kennedy.

Comfort and coping

A new resource kit is helping children work through their grief when someone significant in their lives will soon pass away in palliative care.

“Children are especially vulnerable when a loved one is dying because they don’t usually have any experience dealing with death,” explains Dawn Fania, a chaplain at Parkwood Institute. “They are acutely aware of what’s going on in their environment, and it is healthy for them to be engaged in the process. While talking about dying doesn’t take away their pain or loss, it does help them to be more prepared.”

The Palliative Care Council initiated the idea of creating the resource kits as part of an effort to ensure the palliative care team is providing space and opportunity for play and recreation for children and youth. Dawn took the lead on the project, focusing on finding materials for the kit to engage the children in creating a legacy for their loved one, and to help them work through anticipatory grief—a grief reaction in anticipation of an impending loss. Included in the kit are items like the Game of Hearts to help children cope with their feelings, craft projects such as card making kits, and the book *Waterbugs and Dragonflies* which helps



Chaplain Dawn Fania and Eleanor discuss a book that helps to explain death and dying to children.

to explain death. The activities in the kit can be done independently by children or with the guidance of adults.

“The added bonus is that by supporting children, adults engage in their own anticipatory grieving in a very non-threatening way,” says Dawn.

One of the most powerful tools in the kit is ‘Your Story’, which provides an outline for the child to interview their loved one in palliative care. The interview questions include such questions as: tell me about your favourite foods, favourite songs and tell me a story about you and me. Through this interview the children capture memories to comfort them in their time of loss, and to treasure for the rest of their lives.

It takes a village to make a difference

Anyone who likes to eat will appreciate the quality improvement initiative that won the 2015 Sandra Letton Quality Award.

This year the award is jointly shared with the Food and Nutrition Services (FNS) Team and Veterans Care Team for enhancing the food and dining experience for veterans at Western Counties Wing (WCW) at Parkwood Institute.

In August 2014, veterans and staff brought their concerns, including menu selections, food quality, customer service, food preferences, special events, and safety and workflow to Heather Tales, Director, Veterans Care. Albert Ste. Marie, Percy Toff, and Jack Smith spearheaded the effort on behalf of their fellow veterans. Jack, 90, explained how he, Albert and Percy found scientific material to help them support their concerns

about the food changes needed.

To resolve these concerns, Heather engaged FNS and a Food Council formed with representatives from FNS, Veterans Care, veterans and family members which led to 26 menu enhancements. Further improvements are continually emerging, and a working group is finding solutions to support safety and workflow concerns in the dining area.

The award ceremony in December was a true celebration with live music and refreshments for the hundreds of veterans, staff, and volunteers in attendance.

“Now we have turkey dinners with all the trimmings at Thanksgiving and Christmas, baked potatoes, sausages, a variety of desserts, fresh fruits and the list goes on,” says Jack.

The Pope would be pleased

St. Joseph's newest mental health care facility achieves LEED Gold certification

Buildings can generate up to 35 per cent of the Earth's greenhouse gas emissions which is why St. Joseph's newest facility – Parkwood Institute's Mental Health Care Building – is designed to meet the highest environmental sustainability standards.

The Mental Health Care Building has attained a Leadership in Energy and Environmental Design (LEED) Gold certification. LEED is a nationally accepted certification program for the design, operation and construction of a high performance green building, granted to those which maintain a healthy indoor environment, operate with reduced greenhouse gas emissions and use energy efficiently.

Pope Francis' encyclical "Laudato Si", on Care for Our Common Home," is a call for global action and a reminder for us to be stewards of the environment. It is clear that St. Joseph's new building not only achieves awards for low environmental impacts but it is also in keeping with the Pope's insight on how we can be stewards. Care for Our Common Home states, "Slack pollutants and greenhouse gas emission. Transition to cleaner and renewable energies and replace fossil fuels." The mental health care building's ecologically friendly design preserves the Earth's environment and supports patients on their path to recovery.

"We are thrilled to have received the certification," says Terry Maslen, Director of Facilities Management at St. Joseph's. "We worked very hard to ensure Parkwood Institute's Mental Health Care Building met the design parameters that are awarded LEED credits and are proud to operate a facility that is recognized as an environmental leader."

Minimizing the building's ecological footprint:

- During construction, more than 30 per cent of the materials used to build the facility were sourced within 800 km of the site and many of these

- materials were made using recycled components
- Contractors also diverted roughly 85 per cent of the construction waste from landfills
- Inside, the building conserves water, energy and other resources, also helping to cut operation costs
- Low-flow faucets and toilets reduce the building's water usage by 43 per cent
- Lighting is controlled by motion sensors that conserve energy when rooms are not in use
- The building's regulated air ventilation system maintains a healthy indoor environment where occupants breathe in 100 per cent outdoor air that is filtered of contaminants
- In addition, the building contains minimal amounts of volatile organic compounds (VOCs) which are organic chemicals that can harm human health. Clean, uncontaminated air is essential for maintaining a healthy working and living environment for staff and patients
- The layout of the building maximizes the amount of natural light that is able to enter its rooms, corridors and hallways; three central courtyards draw natural light into the building, creating a calming environment that supports patients in their recovery.

Apart from its ecologically friendly design the Mental Health Care Building is helping front line clinicians improve care by fostering a healing environment, improving the health and wellbeing of everybody living and working inside.

Interestingly the Pope recommends it's important to, "Promote smart growth. Create livable communities with beautiful design and plentiful green spaces for everyone, especially the poor. Tackle noise and "visual pollution," and save cities' cultural treasures. Design spaces that help people connect and trust each other."

Mount Hope resident celebrates 50 years at the centre

Some people are experts at turning lemons into lemonade. For Sandy Koenig, her knack for friendship, love and laughter has made the last 50 years a joy – not only for her but for all the lives she has touched during her time at Mount Hope Centre for Long Term Care.

Things weren't always rosy for Sandy, who moved to Mount Hope in 1965 when she was just 26 to receive the care she needed for her multiple sclerosis symptoms. It wasn't an easy move for the mother of two young girls—Janice 9 and Wanda 6. Sandy recalls a nurse comforting her as she sobbed at being separated from her husband and children.

But Sandy's courage and strong character quickly turned the situation around, and she came to embrace the lifestyle afforded by the Mount Hope community.

Sandy packs her days with recreational and volunteer activities. She recently won the award for most consistent floor hockey cheerleader, loves tending the tomatoes in her garden, and enjoys trips to London Majors games and Camp Woodeden. She has served as treasurer for the Resident's Council for over 40 years, and in the community she volunteers with the Multiple Sclerosis Society selling flowers or chocolate-covered almonds. "Anything they want me to do, I'll do," she laughs.

But without a doubt Sandy's favourite pastime is making friends. People are drawn to her great sense of humour and easy laugh, and she wiles away many an afternoon chatting with others at Mount Hope. One of Sandy's greatest friends came to Mount Hope to live in 1967. For years, the two sat by the reception area playing cards and greeting visitors. She held her friend's hands as he passed away in June.



At Sandy's celebration she was surprised by horses, which has been her first love since childhood.

When asked the secret to maintaining her positive attitude despite all the curves life has thrown her way, Sandy says, "I like talking to people and I try to be a good friend." Sandy now has four grandchildren in their 20s.

"Mom amazes and inspires everyone who meets her," says her daughter Janice. "Despite significant health issues, she just keeps going with a smile on her face."



Celebrating Hope with the World

World Day of Prayer, held on the first Friday of March every year, is a global ecumenical movement led by Christian women during which women in countries all over the world join in prayer and action for peace and justice.

Each year the worship service focuses on a different country and a specific theme. In services all over the world that country becomes the focus of prayer and understanding. Those who take part learn how their sisters of other countries, languages and cultures understand the biblical passages in their context. They learn of the concerns and needs of those women and to

empathize and feel in solidarity with them.

This year's country of focus was Cuba and the theme was , "Receive children, Receive me", from the Bible verses Mark 10:13-16. A reflection of hope, the verse demonstrates how Jesus welcomes everyone as children of God.

A service was held at Parkwood Institute in March, where women joined with others in more than 170 countries and 2,000 communities across Canada to pray. This theme was celebrated with music, photos and a display and everyone was welcomed in Spanish - the official language of Cuba.

The service was an opportunity for others to learn about Cuba's faith, in spite of revolution, and about the struggles and accomplishments of women as professionals and in the government.

Pictured: June Baeker, a patient in the Stroke Rehabilitation Program, recalls her travels to Cuba with chaplain Kathy McLellan Lant (standing), who adapted the service for Parkwood Institute patients, staff and volunteers.

The warmth of prayer

Although the snow and wind blustered outside - Parkwood Institute's Main Building Auditorium was filled with warmth and comforting prayers. Patients, their family members and staff gathered together on Feb. 11, for the 14th year of St. Joseph's World Day of the Sick Mass and celebration the Sacrament of the Sick. While the weather prevented the children of St. Mary School Choir from attending, the attendees' singing rang out in their place, skillfully led by music therapist Jill Kennedy Tufts and Spiritual Care Coordinator Ciaran McKenna.

Led by Bishop Ronald Fabbro, the annual, always-poignant ceremony reminds us to pray for those who are sick, reflect on our healing mission, and recognize and honour all those who work in health care and serve as caregivers.



Giuseppina D'Arriso is anointed by Bishop Ronald Fabbro.

Family engagement – palliative care for veterans

The Palliative Care Steering Committee was re-established in 2014 to incorporate best practice into our end-of-life care. The purpose of this group is to identify and implement strategies to promote evidence-informed palliative care clinical practice and develop education for residents, family and staff. Steering committee members include a nurse practitioner, nursing representatives from across the program, a member of Spiritual Care, social worker, psychologist, and music therapist.

Recently, a family member joined the committee. By working closely with this family to meet the needs of their father while he was a resident in Veterans Care, the team learned the father was actively involved in the development of hospice care in London and that palliative care is an important focus for the family in terms of support and raising awareness. After the passing of their father, the family was asked for their feedback on our end-of-life care and any opportunities to improve our service and care processes. The family provided thoughtful and valuable feedback, sharing their personal story about their father's last days and what was important to them. During this meeting, they also visited a care and comfort room and provided feedback that generated new ideas about the room.

The meeting was such a positive experience for the family and staff that they eagerly agreed to be on the Palliative Care Steering Committee. They are now active members, helping to review end-of-life materials for families and residents and providing important feedback as we refresh our care and comfort rooms.

Knitting for newborns

Residents and staff at Mount Hope are giving back to the community by knitting hats for newborns. "In November we donated over 60 hats, and we're continuing to knit and crochet more," says therapeutic recreation aide Wendy Sheen who coordinated the project. Pictured: Wendy, right, here with Mount Hope resident and prolific knitter Pelagia "Polly" Nawrocki.



Refreshing our Statement of Patient, Resident and Family Values

As part of St. Joseph's 2015 strategic plan, members of our patient, residents and family councils across the organization were engaged in conversations about what is important to their care experience. Six councils participated and reviewed the 'Statement of Patient, Resident and Family Values' as part of the work to refresh the statement. St. Joseph's leaders were also engaged in this work. The new statement was finalized and approved by the Senior Leadership Team and Board of Directors and rollout began on July 1, 2015. The new statement is posted throughout our facilities.

Share the Spirit success



The 2015 Share the Spirit campaign wrapped up on Nov. 5, 2015, having met this year's fundraising goal of \$100,000. The campaign was a great success with 35 employees who are new payroll donors and 31 existing employee payroll donors who increased their donations.

Share the Spirit is St. Joseph's employee giving campaign during which staff and physicians are encouraged to donate to St. Joseph's Health Care Foundation, United Way, or both, as a way to help improve the lives of people in our community.

A warm embrace for patients

Like a warm hug on a winter's day, patients with a spinal cord injury or acquired brain injury who spent Christmas at Parkwood Institute were wrapped in cozy quilts this year.

Twenty hand-made quilts were lovingly knit by The Ladies of Pine Needle Crafts. These ladies made the quilts because Maureen Swift, a member of the craft group, came to know Parkwood Institute well this year while visiting her daughter there.

Maureen's daughter, Julie Sawchuk, was cycling on a highway in training for a triathlon last July when she was struck by a car. The school teacher and mother of two sustained critical injuries, including a fractured vertebrae, leaving her paralyzed from the mid-back down.

"My mom's craft group knit the quilts to bring comfort to patients," says Julie, who estimates 1,000 hours of knitting and sewing went into making the 20 quilts in a beautiful array of colours.

Pictured: Julie Sawchuk, right, presenting Julie Davey with one of the hand-knitted quilts made by her mom's craft group, The Ladies of Pine Needle Crafts.



Serving up understanding and compassion

Following a suggestion received during a customer service training session for Food and Nutrition Services (FNS) staff at Parkwood Institute, education was provided on serving patients with dementia. Two sessions were held on August 27, 2015 and facilitated by nurse clinician Carol Miller and behavioural analyst Bruce McBride, both with the Veterans Care Program. During the sessions FNS staff learned about dementia and the behaviours associated with it, along with various strategies, such as limiting noise, limiting personal conversation, keeping the focus on the resident, speaking to the resident as an adult, being aware of tone and facial expressions, asking nursing staff for assistance if needed, and demonstrating compassion.

Poppies in the garden

In Veterans Arts, veterans on 4 Bruce-Elgin made wooden poppies for display in the poppy garden at Parkwood Institute's Western Counties Wing. They created 158 wooden poppies, one for each Canadian soldier that lost their life in Afghanistan. The poppies were placed in the garden during the Trooper Mark Wilson Ride event in May at Parkwood Institute and remain on display.



Seeding and spreading hope - St. Joseph's Quality of Workplace Committee

Every month St. Joseph's Quality of Workplace Committee features a theme that promotes well-being through a menu of self-care options, called the "Self Care Sampler." For April, the theme was hope and staff were encouraged to "spread it around." Staff were invited to send a packet of flower seeds, along with an inspirational message, to a colleague, thanking or recognizing them for promoting/instilling hope within their patients or team. Staff were also encouraged to submit a comment on St. Joseph's Healthy Workplace intranet site about what incites hope in them as they contribute to the mission, vision and values of the organization. The program was a great success and added a bright moment to many across our organization.

Living our mission: Snapshots