

# Sinai Scene

Putting Patients First

JANUARY 2013



## Happy 2013! Labour and Delivery Welcomes New Year's Baby

RN Trina Hoyte, mother Nicole Vipera, father Shawn Vipera and RN Beth Balatka welcome Michael Vipera, one of the first babies born at Mount Sinai Hospital on New Year's Day. Michael was born at 2:01 a.m. weighing 9 pounds and 12 ounces.



## Mental Health Outreach in Ethiopia

Mount Sinai Hospital is providing care far beyond our walls through the work of many of our great physicians including Drs. Clare Pain and Paula Ravitz. And now with the help of Grand Challenges, a federal grant supporting global health projects, the doctors have the support needed to work together with Ethiopian psychiatrists to help tackle the widespread mental health issues in Ethiopia.

The \$1 million grant will go toward the Biaber Project — Scaling up Interpersonal Psychotherapy (IPT) for Common Mental Disorders in Ethiopia — an initiative of the Toronto Addis Ababa Psychiatry Program (TAAPP). The Biaber Project was named after the Amharic saying, “der biaber anbesa yaser,” which means “together, a spider web will tie a lion.”

“The gap between the number of people in Ethiopia suffering from mental illness and the services and trained personnel available to help is a significant problem.”

*Dr. Pain, Director, Psychological Trauma Program and Co-ordinator of TAAPP.*

With their Ethiopian colleagues, Drs. Dawit Wondimagegn and Atalay Alem, and project manager Sue Carey, the team is training a network of Ethiopian health workers to provide culturally-sensitive mental health treatment to people in their own communities.



Drs. Clare Pain, Dawit Wondimagegn, Paula Ravitz, with Pamela Kanellis and Sue Carey.

## Mount Sinai Chosen as One of Canada's Top Corporate Cultures



In December, Mount Sinai Hospital was so proud to be recognized as one of Canada's Most Admired Corporate Cultures. We share this impressive designation with many leading Canadian organizations within both the broader public sector and private sector, such as McGill University, Cineplex, Maple Leaf Sports and Entertainment Ltd. and Telus.

This is truly an honour for us. This national award underscores the exceptional talent within our physician, clinical care and administrative teams, as well as our continued ambition to create a culture of excellence that

enables us to be a top-performing organization for our patients.

This award was the latest in a series of high-profile recognition of our commitment to workplace excellence, including the 2013 Quality Healthcare Workplace Platinum Award, Canada's Best Diversity Employer, Canada's Best Employer for New Canadians, and the GTA Top Employer Award.

“I am thrilled that Mount Sinai Hospital is part of an exceptional group of companies that are at the forefront of best practices in culture and engagement in Canada,”

said Debbie Fischer, Senior Vice President of Strategy and Organizational Development.

“The strong teamwork plays a direct role in helping with our patient and unit outcomes. My unit feels like my second family; I've made life-long friends here and we can really count on each other for help.”

*Amanda Uhrig, Registered Nurse, 17 South*

Congratulations to everyone at Mount Sinai Hospital for giving us another reason to say we're the best!



## Fresh Start, Renewed Commitment

Joseph Mapa, President & CEO

Happy New Year everyone!

This is the time of year when resolutions are made and new goals are set with a renewed strength of spirit. As we begin what I hope will

be another successful year for our Hospital, I want to extend my warmest wishes to all of you and your families for a new year filled with good health, continued success and personal fulfillment. I also want to thank you for the work you do every day to support our great Hospital with your dedication and tireless efforts.

This year thousands of patients will turn to Mount Sinai for care at a time when they need us the most. It is an extraordinary responsibility we have to collectively ensure that each and every one of those patients receives

the best possible care. And I am confident that we will deliver on our quality care commitment, based on our impeccable track record, together with the unprecedented talent throughout our organization — physicians, nurses, allied health professionals, support services staff, administrators, volunteers and students — each playing a part in our patients' journey of care. We are fortunate to have exceptional professionals who truly want to work collaboratively to enhance our culture of excellence and deliver the very best in patient care. I am confident that our success will be

fuelled by our collective commitment to quality care, compassion, continuous improvement and setting the bar even higher.

Thank you for everything you do to make Mount Sinai stand tall and, once again, all the best for the year ahead.



# Year in Review: Sinai Scene Headlines in 2012

## January & February

- ITS team works toward improving efficiencies
- Preparing for Accreditation Team with Mock Surveys
- Hand Hygiene Champions Take Charge
- New EAU Unit to Impact Emergency Wait Times
- City-Wide Recognition for Staff Passionate about Equity



## March & April

- Dr. Perelman and Colleagues Visit Nunavut to Teach Vital ACLS Course
- Hockey Legend Mats Sundin Visits Lunenfeld lab with Dr. Stephen Lye and Dr. Stephen Matthews
- Lunenfeld Scientists Speak at Dinner with Scientists
- Constellation of Distinction Hits \$1M Goal, Thanks to You!
- Expanded Sign Language Service Improves Communication with Patients



## May & June

- Doors Open at the David & Stacey Cynamon Mother & Baby Unit
- Renew Sinai Unveils Six New Floors on the Murray Street Side
- Da Vinci Gala Raises \$475,000
- Jay Hennick Succeeds Lawrence Bloomberg as Chair of the Board of Directors
- Nursing Champs for Move Day



## Service with HEART



## July & August

- Service with HEART Launches
- Province Asks Mount Sinai's Dr. Samir Sinha to Steer Seniors Care Strategy
- New One-of-a-Kind Clinic Cares for Moms with Postpartum Disorders
- Mount Sinai Launches Hospitalist Program

## September & October

- Sinai Status Soars: "Exemplary" from Accreditation Canada
- Summit for Sinai Heroes Return Home
- Music as Medicine? Sinai Study on the Healing Power of Music
- Mount Sinai will be Home to Ontario's Only Human Milk Bank
- Putting Hip and Knee Replacements on the Fast-Track with New Patient-Based Funding Model
- Medical Undergrads Shadow Hospital Staff in Inaugural Program



## November & December

- Interactive Open House Hosted by the Mount Sinai Hospital Education Advisory Council
- Laboratory Accreditation Excellence
- CAHO Highlights Mount Sinai's New Colorectal Surgery Protocols
- Mount Sinai Hosts NASA Astronaut at Inaugural Hand Hygiene Day
- Mount Sinai's First Poet in Residence
- Leading the Way in IBD



## What's Happening

### Centres of Excellence

#### Clinicians Influence Initiatives

How to get better outcomes with limited funding is a challenge most hospitals face. Our hospital is finding solutions to this challenge, in part, due to the Effective and Efficient Utilization Committee (EEUC). This unique group of leaders helps translate improvement ideas from clinical and subject experts into reality. Rather than a top-down approach, physician and clinical teams are strongly engaged in the direction of the Hospital's initiatives, with the EEUC assisting in the process for implementation.



Members of the Effective and Efficient Utilization Committee

Mount Sinai's grassroots approach to determining priorities sets us as a leader in the field. The OHA recently recognized the EEUC's Pre-operative Testing Project with two awards: the 2012 Leading Practice Award for Patient Safety and Quality, and the Best in Show Award. An excellent example of standardizing practice based on evidence, the project revisits clinicians' roles to ensure people are working to their potential and knowledge (e.g. medical directive for nurses to choose appropriate tests for patients). The awards emphasized the Hospital's talent in efficiently directing resources towards excellence in patient care.

The EEUC is currently overseeing 15 projects at different stages related to labs, medical imaging, drugs and pre-operative services. They are creating infrastructure to support staff in their improvement efforts by providing project management expertise and senior leadership support. They are also looking at how we do business from different perspectives: is this new service evidence-based? Is it standardized? Is it cost effective?

Costs are always secondary to providing the right intervention for the right patient at the right time. But in the majority of situations, improved treatments also reduce costs.

It's been said that the journey of a thousand miles begins with one step. With each initiative, EEUC is carrying the Hospital one step closer to improving its cost performance while maintaining The Best Medicine.

## Critical Care Specialist Trades Scrubs for Army Gear in Afghanistan

For several months every year, Dr. Michael Christian trades civilian clothes and his scrubs for camouflage army gear. That's because the critical care and infectious disease specialist is now a major in the Canadian military working to help physicians in war-torn or unstable countries improve their health-care operations. The paramedic-turned-critical care specialist joined the military three years ago when the military was recruiting physicians with his expertise. Dr. Christian's first mission was in Haiti, following the earthquake in 2010. His most recent call of duty took him to Kabul, Afghanistan for three months in 2012. There he joined a group of Albanian, American and Canadian health-care providers working on a Graduate Medical Education Program at the Armed Forces Academy of Medical Sciences and the National Military Hospital. This past October, Dr. Christian was on site to witness the opening of the seven specialty training programs in the fields of

medicine and surgery. He worked with Afghan doctors and introduced them to ideas of medical collaboration and interprofessional education — concepts that are second nature at Mount Sinai Hospital. "I also introduced the 'patient-first' approach. For many Afghan physicians, this is a new perspective," said Dr. Christian, whose call sign was "Medicine Man" over the radio system. He said he was inspired by his Afghan colleagues, many who have become specialists only by reading medical textbooks cover to cover. Despite the restricted resources and unstable environment, Dr. Christian said the Afghan physicians really want to help people and are eager to learn. Back in Toronto, where Dr. Christian works in the ICU, researches and teaches, he is thankful for his Mount Sinai colleagues. "I'm away for almost half a year every year," said Dr. Christian. "Their support for the mission and help when I'm away from the office is very appreciated."



Critical Care and Infectious Disease Specialist Dr. Michael Christian (far right) with two National Military Hospital infectious disease physicians in Kabul, Afghanistan.

## New Immersion Approach to Neonatal Training

Neonatal training is adopting a new approach known as "immersion learning". In the past, the Neonatal Resuscitation Program (NRP) was taught to staff within their own speciality areas — respiratory therapists (RT) to other RTs, NICU nurses to NICU nurses, labour and delivery to their own, etc. Now, instructors from a cross-section of disciplines including medicine, RT and nursing train together to provide a more robust and collaborative experience.



Carol Cheng, Sandy Moore, Dr. Jacqueline James, Courtney Maguire, Janet Narciso, Kelly Hassall

PHOTOGRAPH BY COMMUNICATIONS AND MARKETING

## Holiday Event Supports Bereaved Families

Mount Sinai's cafeteria served as the construction site for a special holiday gingerbread house event hosted by the Max and Beatrice Wolfe Children's Centre. The evening was a chance for bereaved families to reconnect with staff from the Centre, to meet other children who understand their loss, to play, and to make space to honour their sadness. This gathering, five years in the running, is the largest of the Centre's annual events, which this year attracted over 130 people. It serves to recognize that grieving children and families often feel that grief more acutely during the holidays when togetherness and tradition are at the forefront of people's minds.

Each family was given a gingerbread house with a generous portion of candies to construct and decorate together. Families were encouraged to write messages on little slips of paper to be inserted into the house and then shared when the house is deconstructed and eaten. These messages included memories of the person who died, wishes and wonderings, and hopes for the family's future. They help to honour



Deecla Ziv-Katz (in the middle) with her sons (L-R), Jonah (6) and Gavin (8) — who filled their gingerbread house with notes to remember their father, Brad.

PHOTOGRAPH COURTESY OF MAX AND BEATRICE WOLFE CHILDREN'S CENTRE

## Auxiliary Raises \$775K at Third Annual Chef's Challenge

Canada's hottest all-star line up of Food Network celebrity chefs joined Guy Fieri in December at The Fairmont Royal York for the third annual Chef's Challenge: The Ultimate Battle for a Cure, presented by World MasterCard\*. Nearly 450 fundraisers and foodies signed up for a culinary mêlée unlike any other, raising \$775,000, which reached a three-year event total of \$3,045,000 for Mount Sinai Hospital.

Fieri spoke of his own connection to cancer and his commitment to find a cure. Fieri's sister, Morgan, recently passed away from melanoma and he publicly opened up about her battle and the importance of fundraising to find a cure. His heartfelt words clung to guests as the room was silent. But soon the grills were burning, and Fieri launched the fiery and celebratory competition.

Celebrity chefs Lynn Crawford, Chuck Hughes, Mark McEwan, David Rocco and Michael Smith joined Fieri for this culinary fundraising event in support of breast and ovarian cancer research and education at

the Samuel Lunenfeld Research Institute and Marvella Koffler Breast Centre at Mount Sinai Hospital. Funds raised at this event support the work of the Institute's scientists in hopes of discovering innovative approaches to prevent, diagnose and treat breast and ovarian cancers. Congratulations to Susan Davis and the Auxiliary for another incredible fundraising event.



Celebrity Chef Winner Lynn Crawford celebrates with members of her team and Host Guy Fieri.

PHOTOGRAPH COURTESY OF THE AUXILIARY

## Best of the Best



Dr. Edward Keystone

### Graduate of Influence

University College honoured Dr. Edward Keystone at the inaugural "Graduates of Influence" event in November 2012. Dr. Keystone is a Professor of Medicine at The University of Toronto and Director of the Rebecca MacDonald Centre in Arthritis and Autoimmune Diseases. This award was one of 100 bestowed to the most influential alumni since the inception of the college in 1853.



Dr. Geeta Mehta

### Intensive Care Presenter

Dr. Geeta Mehta spoke at the European Society of Intensive Care Medicine Congress in Lisbon, Portugal in October 2012. Her presentation on a multicenter clinical trial of daily sedation interruption in mechanically ventilated critically ill patients cared for with a sedation protocol was simultaneously published in The Journal of the American Medical Association (JAMA).



Simone Atungo

### International Advisor

When Simone Atungo says her work sometimes takes her out of the office, she means it! Last month Atungo, Director, Community Development & Integration, represented Mount Sinai Hospital in Reggio Emilia, Italy at the World Health Organization Task Force on Migrant-Friendly and Culturally-Competent Health Care Organizations.



Dr. Chaim Bell

### National Recognition

Dr. Chaim Bell was showcased in the Canadian Institutes of Health Research (CIHR)'s national newsletter as a scientist to watch in the fall issue. The piece profiled Dr. Bell, who joined the clinical and research team at Mount Sinai Hospital in July 2012. He has held the CIHR-CPSI Chair in Patient Safety and Continuity of Care since 2008.

PHOTOGRAPH COURTESY OF MICHAEL CHRISTIAN

PHOTOGRAPH BY GRAPHICS AND NEW MEDIA



**Director,  
Schwartz/Reisman  
Emergency Centre**

**Dr. Howard Owens**

## Positive Change for Ontario's ERs

At a time when criticism over government and health care is high, stories of positive change get little attention. But a quiet effort at systemic change has infiltrated emergency departments across the province and it's time to recognize progress when it's due.

Total time patients spend in the ER has decreased by 1.2 hours over the last four years — with approximately 86 per cent of people receiving treatment within target time frames. This has occurred despite increasing volumes and complexity of patients coming to ERs and pressures on hospital budgets.

How did this happen? In 2006, the provincial government appointed a panel of medical and policy experts to analyze the state of emergency medicine in the province. I sat on that panel, and would later accept the role I hold today, Provincial Lead, ER Strategy. We knew the state of Ontario ERs was dismal: ambulances would wait too long to offload patients; there were huge clogs in the ER; it was not unusual for a patient's entire hospital stay to be in the ER hallway. This represents more than just inconvenience; studies have shown repeatedly that outcomes including mortality are impacted when care is given in an overcrowded ER.

Almost five years later, we've seen a huge difference across the province. Mount Sinai reduced various target wait times across the board by 20 to 30 per cent since 2008 despite much higher volumes. We currently have the best combined wait time scores of any academic hospital ER in the province. This positive change could not have happened without the government and health-care sector tackling a problem that many thought impossible to solve. ER practice is not perfect, but Ontario's ER/ALC Strategy has made a positive difference in the lives of our patients.

## Sinai Events

**Poet in Residence Writing Coaching** January 16, 11 a.m. to 1 p.m. register [healthyworkplace@mtsinai.on.ca](mailto:healthyworkplace@mtsinai.on.ca)

**8-week Yoga Sessions** begin January 28, register [healthyworkplace@mtsinai.on.ca](mailto:healthyworkplace@mtsinai.on.ca)

**Transforming Compassion Fatigue and Vicarious Trauma Workshops** January 28, February 7

**In-service on Providing Equitable Care to Young Muslim Women** January 31, 1 to 2:30 p.m., Surgical Skills Grand Room

**Lunar New Year Lunch & Learn** February 5, 12 to 1 p.m., B.I. Ghert Boardroom

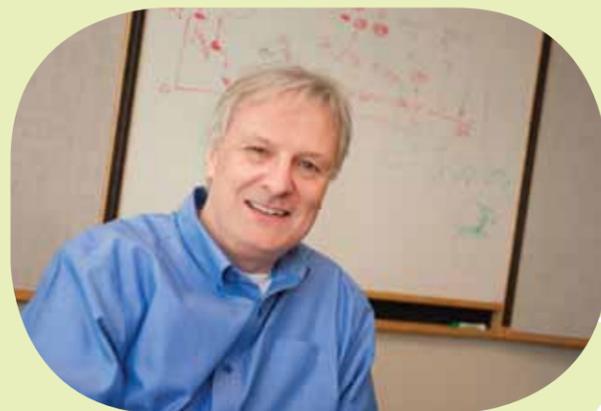
# Sinai Scene asked "What is your new year's resolution for 2013?"

# 2013



"Write more legibly. Drink more water, less coffee. Work out more than once a month."

*Melissa Givelos, Chiropractor*



"To raise the profile of the SLRI and the fantastic research being done here."

*Dr. Jim Woodgett, Investigator and Director of Research, Samuel Lunenfeld Research Institute*



"Last year I completed my first 10km run. For 2013 my new focus is CrossFit, an intense strength and conditioning workout that constantly challenges you to push yourself."

*Suhail Rafiq, Human Rights & Health Equity Assistant*



"I want to be a better person. Eating healthier is probably a good start."

*Frank Oppedisano, Porter*



"I'd like to do my part to increase financial literacy throughout the Hospital and the community. Personally, I'm going to target to take the stairs automatically whenever I'm going up or down ten floors or less!"

*Joan Sproul, Chief Financial Officer and Senior Vice President, Finance*



"I don't normally make resolutions, but since I'm a new dad, I'm taking better care of myself so I can be around for a long time with my son."

*Mark McCormick, Manager, Security*

## Terry Fox Research Institute Funds Sinai Researchers

When Research Assistant Andrew Milroy laced up on a brisk September morning last fall for the Terry Fox Run, little did he know his fundraising would be supporting research for the hospital for years to come.

The Terry Fox Research Institute recently announced a research grant of \$5 million over five years to the Pan-Canadian Colorectal Cancer Consortium, led by Dr. Steven Gallinger, Senior Investigator at the Samuel Lunenfeld Research Institute, Co-Director of the Familial Gastrointestinal Cancer Registry at Mount Sinai's Zane Cohen Centre for Digestive Diseases and Co-Director of the Fred A. Litwin Centre for Cancer Genetics. His team will use genetics to help identify individuals who are at a higher risk of developing colorectal cancer. He is collaborating with other institutions on this study, including Montreal's McGill University, but

Mount Sinai will be the leader in terms of the screening aspects.

Dr. Gallinger said he is excited that this project will demonstrate the importance of genetically identifying high-risk cases

across Canada, providing counseling and screening relatives, and using this powerful resource for discovering new colorectal cancer genes using cutting edge genome technologies.



Left to Right: Andrew Milroy, Dr. Tae Hart, Dr. Nancy Baxter (St. Michael's Hospital), Dr. Steven Gallinger, Spring Holter. Not pictured Dr. Rob Gryfe, Dr. Aaron Pollett.

This publication is brought to you by **Mount Sinai's Communications & Marketing team.**

Do you have news to share with us? Contact Tania Haas, Editor Sinai Scene, at [thaas@mtsinai.on.ca](mailto:thaas@mtsinai.on.ca)