

Sinai Scene

Putting Patients First

NOVEMBER 2012



Members of the Cardiology Department and the Senior Management Team work together at the October Patient Safety Leadership Walkaround

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

Leadership Walkarounds Enhance our Culture of Safety

Our commitment to patient safety starts with our employees who strive daily to make our Hospital a safer place for patients and staff alike. It's not part of a job description or skill set; it's fundamental to the personal motivation and conviction of those on the front line who deliver care to our patients.

This is clearly evident in the monthly Patient Safety Leadership Walkarounds led by Dr. Matthew Morgan, Vice President, Patient Experience and Outcomes. Each month a different area of the Hospital openly and candidly shares their experiences as senior leadership and directors are invited into their units. The walkarounds serve as an active forum for ideas to turn into action items. Topics range from ideas for improving technology,

streamlining administrative processes, identifying equipment needs and understanding training opportunities — all focused on finding ways to improve patient safety.

Thanks go to 16 North and the Cardiology Department who hosted the October walkaround, where a great discussion between clinical staff, senior management and leaders from across the Hospital resulted in an 11-point action plan. The benefit of the walkarounds, says Dr. Morgan, is the opportunity to identify the needs of individual units. What has made the walkarounds a success he adds, is the two-way dialogue and information flow, and creating a culture based on trust, openness and accountability. Only one element of a much larger plan

that includes analytics and data-driven, evidence-based risk assessment, the walkarounds are also a highly visible way to ensure that patient safety is not only everyone's responsibility, it's the cornerstone of putting patients first.

Working together, Mount Sinai is putting the safety of our patients at the top of our priorities.

"Patient safety is at the core of everything we do and the care we provide for our patients and families. Advancing a culture of safety requires vigilance, attention to detail and constant measurement and improvement."

Dr. Matthew Morgan, Vice President, Patient Experience and Outcomes

Laboratory Excellence

Congratulations to the Departments of Pathology and Laboratory Medicine and Microbiology for passing the Ontario Laboratory Accreditation with flying colours! Our laboratories scored 96.2 per cent on the conformity to OLA requirements. "We are very proud of the dedication and commitment to patient safety and excellence exhibited by our staff," said Dr. Rita Kandel, Chief of Pathology and Lab Medicine.



Pathology and Lab Medicine and OLA Team

The OLA assesses the ability of a lab to perform the scope of tests for which it is licensed and provides them with formal recognition of this competence through accreditation. Since the majority of health-care decisions about a patient's diagnosis and treatment are based on laboratory test results, the performance of the labs is critical to the Hospital's overall performance. This accreditation also includes certification to ISO 15189, the highest international laboratory standard.

"To be assessed and closely observed by known experts in each respective discipline and receive such a high rating of compliance is very rewarding," said Joanne Bishop, Manager of Quality Systems.

"I'm so proud of how our teamwork shone throughout the assessment visit."

Norma Layno, Administrative Director, Pathology and Laboratory Medicine



Microbiology Lab Management and OLA Team

PHOTOGRAPHY COURTESY OF JONATHAN MODO



Leaders in Patient Safety

Joseph Mapa, President & CEO

This month's issue of Sinai Scene features one of the best examples of how Mount Sinai works together to put patients first — our Patient Safety Leadership Walkarounds. These unique front line focus groups were first started

by Dr. Maureen Shandling in 2008 as part of her extraordinary effort to further our Hospital's top priority of delivering a safe, quality experience for all our patients. These monthly meetings underscore just how important it is to constantly share information, strive for continuous improvement and, above all, keep patient safety at the forefront of everything we do.

I make a point of attending every walkaround possible. Why? Because for me, the answers to some of our biggest challenges can be found in the observations and perspectives of those of you who provide direct patient care.

So I welcome the opportunity to hear directly from our clinical teams and always walk away with a new spark of an idea to build on. I also appreciate how seriously my senior team takes these information sessions and how much work is done after each meeting to address both short term and long term opportunities for improvement.

As you read our cover story on the recent walkaround in the cardiology unit, I hope it serves as a reminder that we must be at the top of our game when it comes to ensuring quality and safety for our patients when they are in

our care. Please keep sharing your ideas — our patients are depending on us!

Thanks for everything you do every day for Mount Sinai Hospital. Your commitment to the best medicine and the best patient experience is exemplary.



Many Familiar Faces at Mount Sinai will be Sporting a Special New Feature During Movember

Sinai Scene Asks our Staff "What Are You Doing to Change the Face of Men's Health (Besides That Glorious Moustache)?"



"I'm starting to monitor my health more carefully. Prostate cancer and mental health issues — they can affect us all down the line."

Shane Hunt (centre), Waste Management with Sal Pupo (left) and George Varkonyl (right), Receiving Porters



"I'm being proactive and getting my annual check-up. I'm also not afraid to ask questions."

Harold Nolan, Porter at Mount Sinai Hospital for 33 years



"I start conversations about healthy habits and lifestyle with my family and friends."

Brian Campbell, New Balance Associate



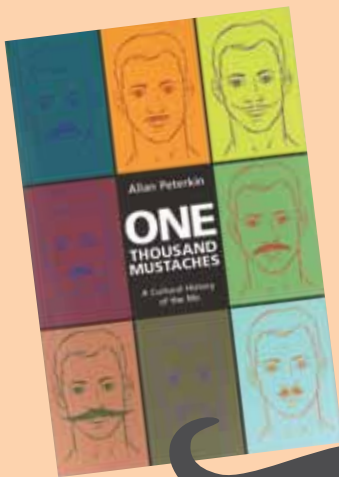
"I'm raising two teenage boys in a healthy and loving household."

Nely Amaral, Quality Safety Nurse, NICU Level 2



"I'm spreading awareness about men's health with my Captain Morgan moustache... on display now in the cafeteria."

Kyle Espinola, Tim Hortons



Mount Sinai Psychiatrist Allan Peterkin authored "One Thousand Mustaches", a light-hearted historical analysis on men's facial grooming styles through the ages.



"I take ownership of my health. One in 7 men will be diagnosed with prostate cancer in their lifetime and I don't want to be a statistic."

Kevin Hilditch, Physiotherapist Assistant

Innovations in Prostate Cancer Research

The growing display of moustaches this month shows the influence of the Movember campaign, which promotes the growth of the "furry ribbon" to change the face of men's health. So with men's health on more minds, and upper lips, this month is a great opportunity to showcase the innovative work being done at Mount Sinai Hospital to support men's health.

Leaders in men's health include Dr. Eleftherios Diamandis, the Hold'em for Life Chair in Prostate Cancer Biomarkers; his colleague Dr. Andrei Drabovich, a post-doctoral fellow at the Samuel Lunenfeld Research Institute, who is supported by the Canadian Real Estate Industry Hold'em for Life Charity Challenge; and Dr. Keith Jarvi, the Director of the Murray Koffler Urologic Wellness Centre and Head of Urology at Mount Sinai Hospital. Together, this talented team is working toward improving prostate cancer treatment options and quality of life after surgery.

One goal is to create an alternative to the standard diagnostic biopsy — an invasive test given to all men when prostate cancer is suspected. "All men with a positive PSA (prostate-specific antigen) test currently undergo a biopsy to determine if they have cancer," explains Dr. Diamandis. "However, only 20 per cent actually have prostate cancer, so the remaining 80 per cent are unnecessarily subjected to the invasive biopsy procedure as well as the emotional stress of thinking they may have cancer."

Another goal is to distinguish between and aggressive and non-aggressive disease for patients diagnosed with prostate cancer via PSA test and biopsy. Researchers at Mount Sinai are searching for new biomarkers for aggressive prostate cancer (the more deadly type of disease). The goal is to use these markers to identify men with aggressive prostate cancer who would benefit from surgery or radiotherapy. Dr. Jarvi's most recent study was published in the October issue of *Journal of Biological Chemistry*.

"This could save men with the less aggressive forms of prostate cancer from radiation or surgery."

Dr. Keith Jarvi, Director, Murray Koffler Urologic Wellness Centre and Head of Urology

Another research area of interest for Dr. Jarvi is survivorship, which addresses the physical and emotional issues men face after a diagnosis and/or surgery. The Hospital has specialized programs at the Murray Koffler Urologic Wellness Centre to help symptoms of prostate cancer survivors. "The very therapy which cures men of prostate cancer," said Dr. Jarvi, "may cause serious medical problems. That's why we are working to improve life after surgery."

As these three physicians demonstrate, there's a lot of leadership and innovation in men's health research at Mount Sinai Hospital. It's a dedication that extends well beyond moustache season.

CAHO Highlights Mount Sinai's New Colorectal Surgery Protocols

Mount Sinai Hospital Surgeon Dr. Robin McLeod and her clinical team are setting a new standard of care for patients following elective colorectal surgery. Dr. McLeod chairs the team, which includes clinicians and nurses from many University of Toronto-affiliated hospitals. They have introduced a new guideline to enhance the recovery of patients following colorectal surgery — a group highly susceptible to post-surgery complications.

The team is a recipient of a grant from the Council of Academic Hospitals in Ontario (CAHO)'s prestigious Adopting Research to Improve Care program for "Implementation of an Enhanced Recovery After Surgery Guideline to Optimize Outcomes following Colorectal Surgery" project. Dr. McLeod and her team have been busy working on best practices in general surgery since 2006 and these new guidelines are the latest innovative projects from these clinicians.

As a result of CAHO's recognition, Team McLeod's protocols are considered a best practice and are being implemented in 15 hospitals across Ontario. The new standards of care look at ways to reduce the number of complications following colorectal surgery by bringing together the multidisciplinary team of surgeons, anesthetists, nurses, physiotherapists and dieticians who care for the patient as they transition through multiple points of care. Increasing collaboration between the health-care teams, as well as basing care on best evidence to reduce pain and complications will help patients recover faster and leave the hospital sooner.

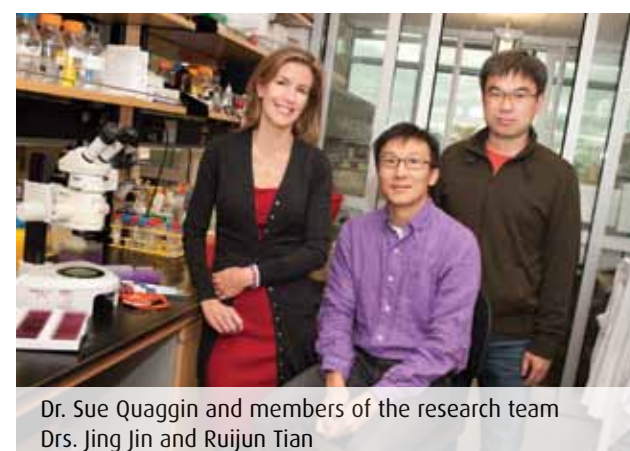
"We are proud to be taking a provincial leadership role in leading the quality agenda."

Dr. Robin McLeod, Surgeon, Angelo and Alfredo De Gasperis Families Chair in Colorectal Cancer

Lunenfeld Researchers Work to Improve Treatments for Kidney Disease

Widely regarded as one of the most dynamic physician-scientists in the field of nephrology, Dr. Sue Quaggin is working to find innovative methods to halt the progression of kidney disease. To that end, she has combined forces with Dr. Tony Pawson, another esteemed investigator with Mount Sinai's Samuel Lunenfeld Research Institute, and a team of post-doctoral researchers in an important discovery relating to the effects of a vital signalling protein in the kidney.

Published in the October issue of the journal *Cell*, their latest study will potentially impact drug therapies and treatment for the more than 30,000 Canadians who suffer from kidney failure.



Dr. Sue Quaggin and members of the research team Drs. Jing Jin and Ruijun Tian

"Twenty years ago, we couldn't analyze cells with such precision," explained Dr. Quaggin, who is also the Gabor-Zellerman Chair in Renal Biology, and was awarded the 2009 Kidney Foundation of Canada Medal for Research Excellence. "Today's technology allows us to modify or improve treatment for patients with kidney disease."

To read more about this exciting discovery, please visit the News and Media section of Lunenfeld.ca



Celebrating Excellence and Achievements in Nursing

Mount Sinai Hospital celebrated the achievements of 45 nurses from across nine clinical specialties on October 24, during the Gerald P. Turner Department of Nursing, Canadian Nurses' Association (CNA) Professional Certification Recognition Event.

The event honoured 37 nurses who received their initial CNA certification and eight who recertified in 2012. CNA certification is a voluntary examination process that confirms that a registered nurse has met predetermined standards of excellence in his/her nursing specialty. Nurses' involvement in the process is a reflection of their commitment to exemplary professional practice.

The ceremony was a special event that recognized and celebrated commitment to nursing clinical excellence and dedication to putting patients first.

Tracy Kitch, Senior VP Patient Services and Chief Nursing Executive, was joined by special guest Leslie Patry, Manager of CNA Certification Program, who travelled from Ottawa to bring congratulations to the nurses.



"We are proud to recognize each of you as leaders and clinical experts, driving excellence in patient care and influencing evidence-based practices with your peers, your interprofessional colleagues and with nursing students."

Tracy Kitch, Senior Vice-President, Patient Care and Chief Nursing Executive



Leslie Patry and Tracy Kitch stand with recipients of the CNA certification

What's Happening

Centres of Excellence

Leading the Way in IBD

On November 1, Mount Sinai Hospital's exemplary expertise in Inflammatory Bowel Disease (IBD) was recognized by the Crohn's and Colitis Foundation of Canada (CCFC). In an event to mark the beginning of Crohn's and Colitis Awareness Month, the Hospital played host to the launch of the CCFC's Impact of Inflammatory Bowel Disease in Canada 2012 — Final Report and Recommendations.



Dr. Hillary Steinhart, Joseph Mapa, Ruth Scully (mother of two children with IBD), Dr. Kevin Glasgow, CEO of the Crohn's and Colitis Foundation of Canada

As one of Mount Sinai's six Centres of Excellence (CoE), the Centre for IBD is at the forefront of tackling digestive diseases by bringing together Canada's largest, most comprehensive multidisciplinary team of IBD clinicians including gastroenterologists, colorectal surgeons, nurses, allied health, enterostomal therapists, investigators and research staff.

"Through the Zane Cohen Centre and the Samuel Lunenfeld Research Institute, our clinician-researchers are uncovering new research into areas such as IBD, gastrointestinal cancers and genetic aspects of IBD," said Dr. Hillary Steinhart, Chair of the Centre for Inflammatory Bowel Disease and Head, Combined Division of Gastroenterology, Mount Sinai Hospital and University Health Network.

Since the CoE was created in 2010, it has improved collaboration between team members as well as other departments including pathology, diagnostic imaging and psychiatry. The CoE has made great strides in aligning initiatives, results and deliverables around the patient care agenda, including establishing best practices for surgery, exceeding Cancer Care Ontario's diagnostic testing targets and consistently receiving high marks for quality and safety.

"Our Centre is a national leader in patient care, research and education into IBD."

Dr. Hillary Steinhart

Safe Patients, Safe Staff

There's an old saying that an ounce of prevention is worth a pound of cure. The Mount Sinai Psychiatry Consult Service is applying that adage to boost patient and staff safety. On November 1, the MSH Safe Patients/Safe Staff initiative led by the Department of Psychiatry launched its proactive service for high-needs and/or high-risk patients and its specialized BOOST service (the Behavioural Optimization and Outcome Support Team). The program is designed to enhance patient care when behavioural symptoms of dementia or severe mental health disorders are compromising the delivery of the Best Medicine. Nurses and other health-care staff can now get quick assistance — a physician referral is not required. This service will usher specialized psychiatric support to the bedside more readily and seamlessly.



Dr. Lesley Wiesenfeld, Deputy Psychiatrist-in-Chief and Head of Geriatric Psychiatry, Natasha Persaud, Clinical Nurse Specialist and Carla Loftus, Clinical Nurse Specialist

Contact info: Monday to Friday from 8:30 a.m. to 4:30 p.m. call ext. 8419. Outside those hours, contact Locating at ext. 5133 to page the Psychiatrist On-Call.

Best of the Best



Dr. Shoo Lee



Leadership Sinai Centre for Diabetes



Dr. John Roder



Drs. Jim Dennis and Daniel Drucker

International Recognition

The government of Shanghai awarded Dr. Shoo Lee, Mount Sinai Hospital's Pediatrician-in-Chief, with the Magnolia Award, the highest honour bestowed to a foreigner working in China. Since 1996, Dr. Lee has worked to improve health care for infants and children in urban and rural China. He also works to enhance training for medical professionals.

National Praise

The Canadian Diabetes Association (CDA) awarded the Leadership Sinai Centre for Diabetes (LSCD) the highest level of recognition: a five-year certificate for recognition as a national centre of excellence. This is a voluntary self-assessment process used to evaluate the LSCD against the standards for diabetes education and treatment as set by the CDA.

Western Rewards Alumnus

The University of Western Ontario honoured Dr. John Roder with one of its four 2012 Alumni Awards of Merit. His contributions to science are reflected in more than 310 peer-reviewed papers in *Nature* and other journals, and his election to the Royal Society of Canada. Dr. Roder's ultimate goal is to discover new molecular pathways for schizophrenia, depression, and other mental disorders.

Royal Society Inductees

Drs. Jim Dennis and Daniel Drucker are among 19 life scientists newly elected to the Royal Society of Canada. Dr. Dennis' cancer research has led to a better understanding of the genetic and structural changes that promote metastatic spread. Discoveries in Dr. Drucker's lab have led to new treatments for type 2 diabetes, and a new therapy for patients with short bowel syndrome dependent on parenteral nutrition.

Spotlight Status Builds on Existing Success

The official launch for the Best Practice Spotlight Organization (BPSO) initiative took place on October 16. Mount Sinai Hospital is one of 14 organizations chosen as a BPSO candidate. The BPSO initiative is a three-year formal partnership with the Registered Nurses' Association of Ontario with the goal of identifying gaps in research, improving patient care, reducing variation in treatment, reducing cost, promoting knowledge base of clinicians and assisting in clinical decision making. Five clinical best practice guidelines will be emphasized: Assessment and Management of Pain, Risk Assessment

and Prevention of Pressure Ulcers, Breastfeeding, Screening for Delirium, Dementia and Depression in the Older Adult, Client-Centred Care and Establishing Therapeutic Relationships. These guidelines will also support and enhance the work already being done through the Baby-Friendly Hospital Initiative and Senior-Friendly Hospital Initiative.

Nurses at Mount Sinai are learning about these concepts in two-hour training sessions taught by Nathalie Peladeau, Manager Nursing Quality and Evidence Based Care and Irene Wu-Lau, Clinical Nurse Specialist Nursing Education.

"BPSO is about using the best evidence to make clinical decisions and building a culture of inquiry,"

Nathalie Peladeau, Manager Nursing Quality and Evidence Based Care

Six months into the program, nursing leaders are starting to see improvements. Mary Agnes Beduz, Senior Director Surgery/Oncology and New Knowledge and Innovation said, "We have actively been working to not only deliver the art of caring, but to ensure that our caring is based in science, using the best possible research evidence and translating that into high quality patient care and outcomes."



Nathalie Peladeau, Mary Agnes Beduz at official launch party



Best Practice Guidelines Group discuss assessment and management of pain

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

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Familiar Faces — New Roles

Carolyn Farquharson has accepted an exciting new challenge as Project Director for Patient Flow. Effective patient flow is a hospital-wide issue that can only be optimized with a system-level response. Together with her team Farquharson will develop, lead and implement a one-to-two year improvement plan that tackles system level flow.



Kate van den Broek and Carolyn Farquharson

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

Stepping into Farquharson's previous role is Kate van den Broek who has accepted a secondment to the position of interim NUA for the Emergency Department. For the last seven years van den Broek held a variety of different roles in the Emergency Department, most recently as the Clinical Nurse Specialist. Congratulations and good luck in your new roles Carolyn and Kate!

The Poet Is In

Imagine a personalized commissioned poem for only one dollar! That's what Mount Sinai staff and patients were treated to when Ronna Bloom, Mount Sinai's very own Poet-in-Residence came to visit.

One of the first programs of its kind in Canada. Bloom's work focuses on how poetry can assist in mental and emotional wellbeing. She accomplishes this through interactive workshops and events she leads at Mount Sinai such as the Spontaneous Poetry Booth that was located in the cafeteria on October 24.

Mount Sinai has been at the forefront of creative initiatives to assist in staff wellbeing. And, Bloom says, poetry is particularly relevant when it comes to disease and healing.

"A poem is a direct line to a person's experience," said Bloom. "If you can touch that, you might be freed up for a minute and stand a better chance of



Ronna Bloom, Mount Sinai's Poet-in-Residence, and Melissa Barton, Director, Occupational Health, Wellness & Safety, at the Spontaneous Poetry Booth

PHOTOGRAPHY BY COMMUNICATIONS AND MARKETING

really seeing what's going on right now, of connecting with what matters to you, of seeing and connecting with others."

The program is supported by an Artist in the Workplace program grant from the Ontario Arts Council. Mount Sinai Psychiatrist Dr. Alan Peterkin says the onsite poetry booth was both fun and interactive.

"Poetry allows for periods of reflection. Poetry is about the subtlety and beauty of language. And certainly when we communicate with our patients that's

all about subtlety, reading between the lines and finding meaning. Reading poetry also allows people to stretch their world view and to challenge their assumptions and biases so that they are more open to the people they work with," said Dr. Peterkin. "Reading and writing poetry together represents community building since clinical practitioners, patients and administrators are all working together toward the same goal-achieving and maintaining wellbeing."

Mount Sinai hosts NASA Astronaut at Hand Hygiene Event

Dr. David Williams was the keynote speaker at this year's inaugural Hand Hygiene Day held October 4, when

he reminded attendees that excellence is a habit. Dr. Williams, the CEO of Southlake Regional Health Centre and

a former NASA astronaut, said that within three to four months of his hiring at Southlake, institutional hand hygiene compliance went from 55 per cent to 96 per cent. He attributes this meteoric rise to a culture that encourages colleagues to remind their peers to wash their hands regularly and properly. He even asks his own staff to approach him if they see him in a ward and he's not "bare below the elbows", which is his hospital's policy in clinical areas.

To learn more about our Hand Hygiene Champion program, contact Infection Control at ext. 3118 or visit the Infection Control site on the intranet.



Hand Hygiene Champions join keynote speaker Dr. David Williams at inaugural Hand Hygiene Day.

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Sinai Events

United Way Campaign Kick-off
November 19

Trans Day of Remembrance Nov 20

MSH Education Open House
November 28, 10 a.m. to 1 p.m.
60 Murray Street, L3-300

Vendor Fair November 30, Lobby

Jewish Genetics Diseases Awareness Day December 2, Lobby

Violence Against Women Lunch & Learn with Farrah Khan, "Watching Out for Each Other"
December 6, 12 noon to 1 p.m.
Surgical Skills Grand Room

Visit our intranet for more details.

Event Supports Breast Reconstructive Surgery Program

Congratulations to the third annual UHN Breast Restoration Awareness Event, "A Night Out With 'The Girls'... and those who love them," which raised over \$50,000. This year's funds will go toward Mount Sinai Hospital's purchase of a Zeiss Operating Microscope, which costs in the range of \$150,000. "The microscope will enable us to continue to expand highly-specialized

breast reconstruction using women's own tissue to restore their breasts, and in turn, their sense of being whole again," says Dr. Stefan Hofer, who runs the Hospital's reconstructive surgery program. The founder and chair of the event is Naneve Hawke, a two-time breast cancer survivor and former patient at the Hospital's Marvelle Koffler Breast Centre.



Dr. Toni Zhong, Dr. Stefan Hofer, Naneve Hawke and Breast Reconstruction Clinical Nurse Specialist Elizabeth Starenkyj.

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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