



**Head of Research,
Department
of Psychiatry**

Dr. Robert Maunder

The Stress Vaccine: Learning from SARS

For everyone who lived and worked through the Severe Acute Respiratory Syndromes (SARS) outbreak of 2003, it may seem amazing that anything good came of it. SARS hit Toronto without warning and turned the world of health care on its head. Suddenly, hospitals became places people were afraid to visit. Health-care workers were feared and avoided. Our own Hospital's front door was locked as our city grappled to contain a deadly, unknown illness.

Out of the difficult experiences, lessons were learned. Mount Sinai was among the leaders of efforts to contain SARS and its consequences. One benefit that emerged was a rededication to maintaining the well-being and resilience of every person who works in a hospital. The Stress Vaccine is a valuable tool that can help do that.

SARS taught us that much of the stress of health-care work relates to what happens between people — both the stresses of conflict, stigma and isolation and the benefits of support, leadership and cooperation. Determined to find ways to bolster the resilience of Hospital workers and reduce the stress of our work, Dr. Bill Lancee, Associate Scientific Staff and former Head of Research, Department of Psychiatry and I led an inter-professional team to develop an interactive computerized learning tool to teach the skills of managing stress experientially. The Stress Vaccine allowed staff to practice and explore interactions with peers, patients and family members virtually and it proved to be an effective tool to improve confidence and reduce interpersonal problems. Funded by CIHR, many parts of our organization came together to collaborate on this new and innovative tool, including the departments of Organizational Development, Occupational Health, Social Work, Nursing, Psychiatry and the ICU.

It is exciting that we are about to introduce a fully-revised version of the Stress Vaccine designed for the everyday stresses of hospital work. We hope it will become an enduring and beneficial legacy from the difficult days of the SARS outbreak.

Sinai Green in Bloom

In honour of Earth Day celebrated on April 22, Sinai Scene is highlighting Sinai Green, the Hospital's effort in reducing our ecological footprint. Every quarter the Green Committee chooses a Green Star — someone who goes above and beyond to green our Hospital.



Green Star Winner Rose Hewlett, Mammography Technologist at the Marvella Koffler Breast Centre

Rose lives an eco-friendly lifestyle. She starts her day by biking to work, and at lunch she uses a reusable mug, container and cutlery. At work she is committed to using technology to best treat her patients, but when Rose gets out of her scrubs and goes camping with her family in Killarney Park, they have a "no electronic gadgets rule" (except for a digital camera to document the trip.) "I want to ensure my children have a connection with nature," said Rose.

Ron Saporta, Director, Capital Project Planning, was recently appointed Sinai Green's executive sponsor.



To nominate a staff member go to Sinai Green on the intranet and click on 'Nominate a Green Leader.'

Lily Jakotic, Chair, Sinai Green Committee & Special Pregnancy Program Receptionist/Filing Clerk

I recently passed by a recycling bin and it said "We all leave footprints. Leave yours green." So, when I think of the Green Team I think of how each member makes a unique contribution. Everyone is encouraging and leading their department to a greener footprint. After all, small steps can take us a great distance if we make enough of them.



Dr. Lee Adamson, Senior Investigator at the Samuel Lunenfeld Research Institute

Another Green Star Winner, Dr. Adamson brings a litterless lunch to work every day. "I often hear surprised comments from the housekeeping staff because the garbage can in my office is usually empty!" said Dr. Adamson. "I also have put a small 'green bin' on the lunchroom counter on the 6th floor at Orde Street. I use it to collect my tea bags during the week and I have a note on it to invite everyone else to use it too." Dr. Adamson's green efforts extend to her home as well, where the energy is 100 per cent green and she supports local farmers at a neighbourhood market.

Young Fundraisers Support Mount Sinai Hospital

For the past four years, fourth-graders and friends Chloe, Ella and Emma have been designing and selling holiday cards and donating the money they raise to Mount Sinai Hospital. The girls recently presented the Hospital with this year's cheque for \$527. To date, the girls have raised \$1,624.

The idea started when the girls were in grade one. With the help of one of their teachers, they created and developed their innovative holiday card fundraiser project. Why Mount Sinai? All three girls were born at the Hospital. This year, for the first time, the girls sold their cards in the Hospital lobby as well as at their school.

When asked if they had any advice for other young fundraisers, Ella said, "You shouldn't be scared to do it and to take action." Chloe added, "Even one person can make a big difference."

All three girls' parents were amazed at the confidence the girls had while selling their cards at Mount Sinai. They were so proud to see their daughters in action, engaging with people and explaining why the project was so important.

The money raised will go toward the Women's and Infants' Health Program, specifically for equipment, such as heart monitors and incubators.

Have a great fundraising idea? We'd love to help you make it a reality! Visit supportsinai.ca or call the Foundation at 416-586-8203.



L to R: Extra special donors: Ella, Chloe and Emma, proudly presenting their cheque to Mount Sinai.

PHOTOGRAPH BY COMMUNICATIONS AND MARKETING

Sinai Events

- Medical Lab Week**, April 29 to May 3, Main Floor Lobby
- National Med Lab Week**, April 30, 18th Floor Auditorium
- Karen McGibbon Awards**, May 1, 18th Floor Auditorium and Cafeteria
- Hand Hygiene Pizza Lunch and Learn**, May 6, 12:30 to 2:30 p.m., 18-257
- Nursing Week**, May 6 to 10, Main Floor Lobby
- Mental Health Awareness**, May 6 to 8, Cafeteria
- Wightman-Berris Awards**, May 9, 5 to 6 p.m., 18th Floor Auditorium
- Surgical Education Day**, May 10, 8 a.m. to 4 p.m., 18th Floor Auditorium

- Psychiatry Advocacy Day**, May 15, 18th Floor Auditorium
- Film Screening: International Day Against Homophobia and Transphobia: Argentinian Film XXY with Morgan Holmes**, May 16, 7 to 9:30 p.m., 18th Floor Auditorium
- The Harry Barberian Memorial Dinner**, May 22
- The Da Vinci Gala**, May 29
- Volunteer Recognition Ceremony**, May 29, 1:30 p.m., 18th Floor Auditorium
- Psychotherapy Workshop**, May 31 and June 1, 9 a.m. to 5 p.m., 18th Floor Auditorium

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



The implementation team celebrates the launch of eMeds in the NICU.

eMeds in the NICU Increases Safety for Our Most Fragile Patients

Mount Sinai's electronic patient record and medication system took a major step forward in February. The implementation of Computerized Provider Order Entry (CPOE) in the NICU was a significant achievement of the hospital-wide project, following CPOE's launch in Medicine and Surgery in 2010. This puts us in an exclusive group of only 2.3 per cent of all Canadian hospitals. CPOE includes electronic ordering of medicine, patient care orders, laboratory requests and diagnostic imaging.

"CPOE fundamentally changes how clinicians coordinate their work, so achieving adoption is really about engaging all clinicians and understanding their workflow."

Barb Duffey-Rosenstein, Director, Nursing Informatics

The launch of the Electronic Medication Management (eMeds) in the NICU, enables clinicians to place medication and patient care orders from anywhere in the Hospital

— increasing patient care and safety. "eMeds is the gold standard of enabling care with technology," said Cindy Fedell, Director, Informatics. "Its streamlined technology promotes safety for our patients, efficiency of the entire medication process, and reduces ordering errors."

With eMeds, physicians select from pre-defined drug order forms built into the system that scan the patient's record to check for allergies or critical medication interactions. These orders are then sent instantly to the Pharmacy and diagnostic areas. The electronic ordering system also saves time for pharmacists and other clinicians from having to decipher hard-to-read handwritten orders. Once a medication order is filled by Pharmacy, nurses use PowerChart to document the administration of the medication.

Nurses now have increased access to patient records and there's a significantly reduced turnaround time on medication delivery and diagnostic test resulting.

"We provide acute care to high-risk babies, so we have little room for error. eMeds limits variability and will continue to improve our workflow as a unit."

Nely Amaral, Quality Safety RN, NICU & Level II

The adoption of eMeds in the NICU would not have been possible without the inter-professional

collaboration among Informatics, Nursing Informatics, clinicians and technologists. After months of training and mock scenarios, selected staff were deemed "super users"— experts who can help their peers and mentor others to master the new programs.

This spring 9 South Psychiatry is set to go live with eMeds, followed by ICU and PACU later in the year.



Nurses and eMeds "super users" Melissa Lapegna and Melissa Cooper work with CPOE in the NICU.

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

CEO's Perspective:

Health-care Funding Reform

Joseph Mapa, President & CEO

Health-care funding, wait times and operational efficiencies are important topics to everyone in health care. With a new approach to funding for hospitals recently announced by Ontario's Ministry of Health and Long-Term Care, these topics are

of particular importance to me and our senior leadership team.

Anchored in the Ministry's vision for health-care reform, the new patient-focused funding model marks a true transformation in health care. Designed to reimburse hospitals at an established rate based on quality care for standard patient groups, the new model is results-oriented. It's about transparency and accountability, with outcomes and measures as the key guiding principles. Hospitals will be compensated based on how many patients we look after, the services we deliver, the evidence-based quality of those services, and the specific needs of the broader population we serve.

So what does this mean to Mount Sinai Hospital? These are still early days, so we are working hard to understand how to operate within the new model. It means determining how we can reach new levels of performance and patient experience in quality, safety, service and operational efficiency. As always, it means that we maintain our focus on delivering excellent care and ensuring our patients get the right care at the right time.

We have already begun our behavioural transformation. Working together at every level across the organization, we are identifying best practices and

potential areas for integration across the care continuum.

We have transformed many times throughout our history — this is yet another challenge we are fully capable of meeting head on. I know that the dedicated people I am honoured to call my colleagues can look forward to a bright future as Canada's highest quality academic health science centre, providing the best medicine and best patient experience.



Parent Partners: Making a Difference in the NICU

Jack Hourigan and Deedee Crosland are the dynamic duo who make up Mount Sinai Hospital's Parent Partner Program in the NICU, a pilot initiative made possible by the Avery Goldman Special Fund.

Jack and Deedee know first-hand the concern associated with caring for a pre-term infant: Jack's daughter Tess was born at 27 weeks in 2011, and Deedee's son William was born at 30 weeks five years ago. "Nothing could have prepared us for the shock of being thrust into such a clinical world," said Jack.

Today, Jack and Deedee use their personal experiences to guide new parents in similar situations and support parents to advocate for their infants. In this role, they offer parent-to-parent support either in a one-on-one or group setting. They also speak at hospital-wide events on the importance of patient and family-centred care.

"Giving hope and purpose can change someone's life," said Jack at a recent NICU Lunch and Learn.

In September 2012, Jack and Deedee were hired by the Hospital on a part-time basis to support families with babies in the NICU. The program was initiated by the Perinatal Parents Association's Parent Advisory Committee. They suggested formalizing a parent role in the NICU to improve communication and educate staff. The Program is responsive to family needs, priorities, goals and values, thereby increasing family satisfaction.

This is an 18-month pilot program with future funding being investigated.

If you are interested in learning more about the Program, please contact Kristy Macdonell, NICU Social Worker and Coordinator of Parent Programs or Marianne Bracht, Parent Resource Nurse.



Parent Partner Jack Hourigan speaks to staff during a NICU Lunch and Learn in March.

Study Highlights Important Role of Parents

A new model of caring for infants in the neonatal intensive care unit, developed by Dr. Shoo Lee, Paediatrician-in-Chief, has shown to have a significant positive impact on the baby's wellbeing in a new study published in BMC Pregnancy and Childbirth.

Mount Sinai's Family Integrated Care Program, the first program of its kind in

North America, gives parents purpose, promotes bonding with their babies, and ensures a smoother transition home. In this model, parents provide most of the daily care for their babies in the hospital while nurses provide education, support and guidance to the parents.

Dr. Lee, along with Staff Neonatologist Dr. Karel O'Brien, found that babies receiving this type of care through the research program gained more weight compared with babies who were not in the program. Over eighty per cent of babies were being breastfed at discharge, compared to 45.5 per cent of babies not enrolled. The study also found that parents had decreased stress levels, and babies had a decreased risk of infection and critical incidents.

"This study is important because it represents a major shift in care for infants in neonatal intensive care units to include more involvement from parents and families."

Dr. Shoo Lee, Paediatrician-in-Chief, Scientific Director at the Canadian Institutes of Health Research (CIHR)



Dr. Shoo Lee, Paediatrician-in-Chief

Medical Step Down Unit Gets a Makeover

It's all in a name. For years, staff working in the Medical Step Down Unit (SDU) felt the critical care provided in their unit was misrepresented by its name. An important transition step between the ICU and the general medical ward, patients in this unit require frequent and complex monitoring. The staff felt the name "Step Down" did not represent the attentive care they were providing. To the rescue: a Lean 2P event held in January focussed on improvements and renewal, including a makeover of the Step Down Unit, and the proposal for a new name.

Well, the votes are in, and 'Step Down' is retiring. In its place, the unit will be called the Medical High Acuity Unit (MHAU), effective this summer.

The makeover doesn't stop at a new title. The MHAU will be equipped with two more beds to make a total of six, each with a window and more space for families and health-care providers. A new patient visitor lounge will also be located directly outside the MHAU.

The Lean 2P event focused on getting staff input on delivering what patients need, using efficient use of resources. This is a crucial aspect in Renew Sinai's planning and implementing of the summer move, by providing staff with the opportunity to review and improve processes relating the model of care and workflow based on the new space configuration.

"I was blown away by how invested the entire team was in this renaming process. We received over 35 suggestions from nurses, doctors, clerical staff, allied health, service assistants and students — demonstrating how strongly staff feel about the care that is provided in this space. People wanted to explain to me what the Step Down Unit meant to them before placing their vote on a new name."

Hilary Rodrigues, Clinical Transition Planning Lead for GIM



Brainstorming session during January's Lean 2P event.

PHOTOGRAPHY COURTESY OF RENEW SINAI

Dinner with Scientists 2013 — The Science of Saving Lives

Nearly 150 guests had the opportunity to celebrate Mount Sinai Hospital's research talent at Dinner with Scientists, an annual event held by Leadership Sinai, Mount Sinai's growing group of young philanthropists. Guests and scientists sat side-by-side and celebrated life-changing discoveries and the individuals who have given generously to make them possible. The event raised approximately \$140,000 for the Mount Sinai Samuel Lunenfeld Research Institute.

Hosted by CTV news reporter Alicia Markson, the event served up gourmet food with inspiring scientific discussion. Each table included a researcher from the Lunenfeld who offered guests a glimpse of what the future holds for the treatment of some of the most prevalent and pernicious diseases of our time.



PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

"Effective communication of science to the public is incredibly important in our complex world."

Dr. Jim Woodgett, Director of Research at the Lunenfeld

Perhaps the most entertaining part of the evening was asking some of the world's most brilliant scientific minds to summarize their work into a two-minute presentation called the "lightning round."

"In many ways I see events like Dinner with Scientists as an opportunity to report to our shareholders on why we're doing research — in terms that are understandable and also convey our passion," said Dr. Woodgett.

Kevin Goldthorp, Mount Sinai Hospital Foundation's new President and Hospital Senior Vice President of Advancement, was thrilled with the evening: "I would like to personally thank our Leadership Sinai volunteers for their incredible commitment and vision for this event. It was particularly gratifying to see a room full of donors and volunteers sharing in the excitement about medical discoveries with our scientists."



Dr. Jim Woodgett addresses attendees at the Dinner with Scientists.

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

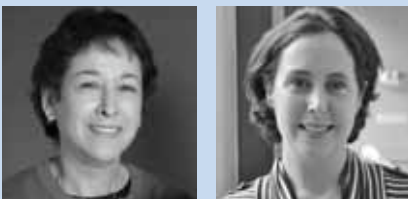
Best of the Best

Congratulations! Accreditation Canada recognizes the following 2012 Leading Practices, setting the standard for health-care workers across the country:



Family Doctor Notification Project

Dr. Howard Ovens, Director,
Schwartz/Reisman Emergency Centre
Dr. David Tannenbaum, Family Physician-in-Chief
Dr. Bjug Borgundvaag, Emergency
Thrusar Shah, Informatics
Dr. Michael Roberts, Family Medicine
*Dr. Cheryl Hunchak, Emergency



Maximizing Ageing Using Volunteer Engagement (MAUVE)

Joanne Fine-Schwebel, Director, Volunteer Services
Raynia Sauvageau and *Carmelina Marziliano, Social Work
*Jennifer Carr, The Reitman Centre for Alzheimer's
Support and Training



Intraoperative Parathyroid Hormone Testing Used to Rapidly Measure the Completeness of Surgical Removal

Dr. Barry Hoffman, Clinical Chemist/Associate Scientific Staff
Pathology & Lab Medicine
Fari Rokhforooz, Charge Technologist
Dr. Jeremy Freeman, Otolaryngologist



Management of Hyperparathyroidism; and Multidisciplinary Approach to Thyroid Cancer

Dr. Jeremy Freeman, Temmy Latner/Dynacare Chair,
Head and Neck Oncology and Otolaryngologist
Dr. Ian Witterick, Otolaryngologist-in-Chief
Dr. Allan Vescan, Otolaryngology



Statutory Compliance Audit

Wendy Lawrence, Legal Counsel
*George Wasserstein, Chair, Audit and Risk
Management Committee, Mount Sinai Hospital
Board of Directors



Antimicrobial Stewardship Program

Dr. Andrew Morris, Director, Mount Sinai Hospital-University
Health Network, Antimicrobial Stewardship Program
Tanaz Jivraj, Project Manager
Sandra Nelson, Pharmacist
Melanie Thomson, Data Analyst



Fair and Equitable Hiring

Lisa Wilkins, Director, Organizational Development
and Workforce Planning
Marylin Kanee, Director, Human Rights and Health Equity
Christina Lenz-Campbell, Workforce Planning



Developing Leadership Competencies at All Levels

Debbie Fischer, Senior VP Strategy and
Organizational Development
Lisa Wilkins, Director, Organizational Development
*Leslie Rodgers, Human Resources



The Reitman CARERS Program

Dr. Virginia Wesson, Psychiatrist, Geriatric Psychiatry
Dr. Joel Sadavoy, Director, The Cyril & Dorothy Joel & Jill
Reitman Centre for Alzheimer's Support and Training
Head, Community and Geriatric Psychiatry,
Mount Sinai Hospital

*Not pictured.

What's Happening

Centres of Excellence

Staff Ideas Lead to Improved Care

In response to the Ministry of Health and Long-Term care's quality agenda, the Office of Patient Experience and Outcomes has partnered with various Centres of Excellence to help increase cost efficiency while continuing to focus on adopting best practices and striving for quality outcomes for our patients. Using a variety of approaches such as cross-functional work groups and Lean process improvement events, staff from numerous units and departments have been engaged in meaningful discussion — and have developed some great ideas.



CNS Maternal Infant Care's Susan Guest and Jessica Wood, RN from the Mother Baby Unit.

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA

One example of this innovative interdisciplinary partnership was the Caesarian-section Value-Stream Mapping event in October 2012. The three-day event included staff from numerous disciplines, clinical areas within the Women's and Infants' Centre of Excellence, and key support services. The event had three goals: to transform care, to achieve the best patient outcomes and prepare us to meet the challenges of the new funding environment. By mapping out how patients flow through the system, the team was able to identify areas to improve care.

Improving Care Initiatives:

- Optimizing patient transfers between units with a unique "pull" system
- Reducing length of stay
- Standardizing the antenatal chart preparation process
- Using visual management tools such as enhanced electronic whiteboards to reduce delays in C-section start times

This spring the team will focus on more exciting improvements, including changes to the registration process, standardizing admission criteria for the Labour & Delivery Triage Unit, and opening the Early Labour Lounge.

"Feedback and ideas from staff have been key to our ability to make these changes. We've been recognized as a leader in providing high quality care, but we're not resting on our laurels. The whole team is focused on continuous learning, working towards the best outcomes, and is always looking to improve the patient experience."

Karen Meadwell, Nursing Unit Administrator, Labour and Delivery

Ultimately, the province's strategy is intended to improve access to high quality care. Mount Sinai staff clearly support this vision every day. The key to providing the best medicine for our patients is continually looking to improve, and staff at Mount Sinai are up to the challenge!



Members of the C-section value stream mapping team celebrate a successful improvement event.

PHOTOGRAPHY BY GRAPHICS AND NEW MEDIA