

PHYSICIAN MATTERS



SPRING 2008

“Alone we can do so little; together, we can do so much”



Dr. Ashok Sharma
Common Chief of Staff

I am pleased to launch this first issue of the *Physician Matters* newsletter for Medical/Professional Staff of Grand River and St. Mary's General Hospitals. This newsletter will assist in keeping the professional staff informed of the existing and emerging initiatives and new developments within our hospitals and the medical community.

Over the past two years the Kitchener-Waterloo health system has faced a multitude of crises, challenges and asso-

ciated changes. Like any other hospital in this province, Grand River Hospital and St. Mary's General Hospital continue to experience significant pressures in terms of bed availability and Emergency Department ambulance 'off-load' delays. The anomalous hospital resource utilization practices leading to bed closures, lack of long term care beds in the community, and poor availability of community based housing support, compound our problems. Both hospitals are working very hard to deal with these issues, but without your support and commitment, the hospitals will not be able to achieve significant change.

Patient safety is a very important focus at this time. Recent enhancements in this area at SMGH include improved medication reconciliation, fewer ventilator associated pneumonias, strengthened infection control practices and acute MI care. At GRH a Critical Care response team has been formed and is functioning successfully.

Currently we are facing serious physician shortages in many of the clinical disciplines. I will continue to work diligently in the recruitment area and I am cautiously optimistic that I will succeed in the recruitment of well qualified physicians to serve this great community.

These are challenging but exciting times. Our health care system's success is our success. This triumph is entirely dependent on the professional staff collectively working with both Administrations and both Boards. If we want to aspire for a robust and sustainable health care system for the future, we need to focus on patient centred care and must align our efforts with the system's goals and objectives. Our team must promote and cultivate meaningful, individual, as well as systemic relationships built on the principles of respect, understanding and appreciation.

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Robert Kennedy once said:

**“Some men see things that are, and ask “why?”
I see things that never were, and ask “Why not?”**



Medical Staff Association

On behalf of North Waterloo Hospitals Medical Staff Association we would like to extend our sincere thanks to all of those physicians who have given their voluntary contributions for this year. The goal of the Association is to represent our physicians group on various hospital committees. New this year, the Association intends to organize CME activities locally for its members. Your 2008 Acting Medical Staff Association Representatives are:

- President - **Dr. Shahzad Bhatti**, office phone: 519-748-6933
- Vice-President- **Dr. Shivinder Jolly**, office phone: 519-743-2573
- Treasurer - **Dr. Brian Hanna**, office phone: 519-743-4351

All physicians are encouraged to contact the Chief of Staff Office with feedback, ideas and suggestions. Please email us at:
ashok.sharma@grhosp.on.ca
or
asharma@smgh.ca

Physician Matters

Greetings from the Board of Trustees

It is a pleasure to bring greetings on behalf of the Board at St. Mary's General Hospital to our many fine hospital physicians and their teams. Too often we get lost in the maze of budget negotiations, health integration network formations, Health Services standards of expectation, and forget the original purpose is the provision of quality health care and caring; this is only achievable through the physicians and staff at our hospitals.

There is a ministry of miracle making amidst ever demanding human needs. Today's modern medicine provides for ever enabling technologies, pharmaceuticals, surgical techniques and

other scientific resources - assets for our health care providers to achieve curing. Many however go beyond the work of curing to healing. Twenty four seven, these men and women in our health care communities respond to the suffering of the human body, heart and mind by providing compassionate, respectful caring to the physically, emotionally, psychologically, socially and spiritually ill.

This provision of care is undifferentiated regardless of culture, creed, religion, or any other social definition. It is done in the best of ways by the most excellent of skilled health care professionals. For this we are truly fortunate and most grateful.



Dianne Moser
Chair of the Board of Trustees
St. Mary's General Hospital

Word from the WWLHIN

Inspiring people to improve quality of life now and in the future through collaborative relationships and health system integration.

On behalf of its board of directors and staff I am happy to introduce you to the Waterloo Wellington Local Health Integration Network, the "WWLHIN" as we are called.

The WWLHIN is one of fourteen created across the province in recognition that health care decisions are best made at the local level. LHINs coordinate, plan, integrate and fund local health care services including hospitals, Community Care Access Centres, long-term care homes, community support services, community health centres and mental health and addictions agencies.

The WWLHIN has a budget of just over \$800 million dollars annually - much of this money is invested in our eight area hospitals - approximately \$535 million

annually. Grand River and St. Mary's receive close to \$300 million.

In our relatively short history the WWLHIN has seen encouraging progress toward positively transforming our local health care system to reflect the priorities of our community (as expressed in our Integrated Health Service Plan - a copy of which can be obtained from the office or on our website at www.wwlhin.on.ca). Physician leadership from SMGH and GRH has, and I know will continue, to be instrumental in assisting in implementing clinical changes to ensure that patient care is of the highest quality and based on innovative, leading practices.

This year, 2008-09, GRH and SMGH will see an increase to their base funding of approximately 2.6%. As well almost \$5 million will flow to the two hospitals to support reducing wait times. St. Mary's will receive \$400,000 to support its cardiac care program. We are expecting additional allocations to be made over the course of the year to help reduce wait times within our emergency departments.

Aging at Home programs are also being initiated which will assist with care of our seniors population and reducing the ALC pressures hospitals are facing.

These are valuable funding investments - money well spent, and we are just beginning! Working together - physicians, hospitals and other local health service providers - we will continue to move toward positive, system-wide changes that will allow us all to "Live and Live Well in Waterloo Wellington". I look forward to your involvement in the WWLHIN activities.



Sandra Hanmer
Chief Executive Officer
Waterloo Wellington Local Health
Integration Network

Presidents Files



Malcolm Maxwell
President and CEO
Grand River Hospital

I believe that a professional staff newsletter is a good idea and welcome this initiative.

New members to staff can be acknowledged upon arrival and for their many colleagues who will not meet them immediately, a little personal and professional background can be shared. Hopefully, the newsletter can make a small contribution to strengthening the sense of community among our large staff.

During the next four years GRH will see \$ 60 million in capital improvements and construction.

The newsletter may help us keep you current on improvements as well as plans to work around the inevitable disruptions of such a large project.

During the past few months, I have been learning more about the significant amount of research activity which takes place within our facility. Perhaps some of these investigators can be encouraged to share a brief summary of their work and encourage a growth in our own research activities and potential collaborations with University based colleagues.

Most of all communication, whether in the line at Tim Horton's or in Department meetings or through the newsletter, is important. Meeting our community's needs for hospital care challenges us all in our various roles. The professional staff newsletter offers one more link between the many people who share that task.



Moira L. Taylor
President
St. Mary's General Hospital

After nearly two years of construction, work on the 100,000 square feet of new space at St. Mary's General Hospital is nearly complete. It gives me great pleasure to announce that we will take ownership of our new building on May 5th, 2008 and begin the monumental task of 'moving in' immediately.

Our new building is a symbol of St. Mary's resilience and growth and an important milestone as we move into the final phase of our \$100-million project, which will finish in March 2009. Despite the many challenges associated with a redevelopment project of this size and scope, we

have stayed true to our vision – to provide you, and our patients, with access to first class medical facilities designed to promote health, healing and well-being.

Many of you have lived through our growing pains, from awkward detours, to parking issues and the relocation of Café 911 to the 10th floor. Throughout these pains, you have provided compassionate care, consistent with our Mission and Values. Your efforts continue to ensure St. Mary's is a leader among our peers in providing the best possible outcomes for our patients. On behalf of our Senior Team and Board of Trustees, I thank you for your contin-

ued commitment to excellence.

To celebrate the grand opening of our new building, a weekend of events has been planned, beginning with a "sneak peek" tour for staff, physicians and neighbours on May 8th. We will welcome the Honourable George Smitherman on May 9th to officially open our new space and a community Open House will take place on the 10th. I hope you will take the opportunity to join us for one of these exciting events and tour our new building. I look forward to seeing you there!

SAVE THE DATE!

Construction of St. Mary's new facilities is nearly complete! Occupancy of the new building will begin on May 5, 2008. A weekend of events, including tours of the new building, will take place from May 9 – 11th, 2008. Plan to attend!

Thursday, May 8th: 1500 – 1900 hrs
Sneak Peek for staff, physicians, volunteers and neighbours

Friday, May 9th: 1300 hrs
Official Grand Opening, with remarks from the Minister of Health and Long Term Care

Saturday, May 10th: 1000 – 1400 hrs
Community Open House



The main entrance of the new building

Is Medicine Stressful?

By Dr Dave Rainham



It's almost morning. The pager drills its piercing racket into your brain. "NO" screams your mind, "Not yet!" You hardly slept last night — again. Now there are extra calls to fit in before you get to the office. How can you do a good job and stay on time? On the way to the hospital you remember the car needs servicing; you promised to be at your daughter's play tonight (and at the back of your mind lurks the worry about that abnormal pap smear that didn't get followed up). Your marriage is slowly falling apart, you worry what your teens are up to and there's no time to visit or help your ailing parents.

When you finally get home, the easiest thing to do is pour a stiff drink and sack out in front of the TV. But you know your brain will start to churn again as soon as you try to sleep...

A lot of people envy physicians for their high incomes, their status and their interesting work. But doctor's life is not always easy. If you're feeling stressed, you're not alone. And it's not just the overload. Untrustworthy, ignorant and inconsistent governments fiddle with healthcare and audit you unfairly. Expenses rise faster than pay, and patients are strangely less grateful and more demanding.

In return for the long and arduous training, the responsibility and the demanding and stressful nature of medical practice, physicians receive internal rewards — interesting work and the feeling of making a difference in people's lives. They used to get external rewards such as feeling appreciated and respected, having autonomy, job security and adequate pay.

Although most physicians today still feel reasonably content, many are working harder with less financial and personal rewards. And doctors get little sympathy from the public and media who still see us as "fat cats."

A recent survey showed that major stresses in medical practice included:

- **Demands of the job** — overload
- **Time pressure** — balancing work and family
- **Finding coverage** — especially for rural physicians and specialists
- **Patients who are difficult, demanding, or critical**
- **Barriers to doing a good job**—waiting for imaging and OR time, shortages of hospital beds and nurses and escalating paperwork
- **Lack of control over the direction of healthcare**
- **Splits within the profession** — specialists compete with GPs for financial resources, leading to less camaraderie and more mean-spiritedness

As well, each specialty reports its own concerns—surgeons crave more OR time, anesthesiologists must deal with cranky surgeons and rural physicians cannot get back-up or locums.

Physicians are blamed for escalating costs, but have to order tests to cover themselves. They're criticized for not taking enough time or showing interest in the patient, but only procedures are reasonably paid. Time spent getting to know patients or to educate them is not worth much. Many doctors feel like scapegoats for a poorly designed and under funded

(Continued on page 5)

Feeling Stressed?

For each question, score:

- 3 - Always,
- 2 - Sometimes,
- 1 - Rarely,
- 0 - Never

In general I:

Feel stressed, worried, fed up and exhausted

Feel like I have a great weight on my shoulders

Have trouble controlling reactions and moods, or concentrating and making decisions

Am drinking more or taking medication inappropriately

Feel my work is meaningless or dread going to work

Feel rushed, disorganized

Find it hard to laugh or see the humour in things

Find it hard to relax or be happy

Worry about money a lot

Feel I have more responsibility than I can comfortably handle

Feel unable to say "no"

Feel my life is disorganized

Have serious concerns about my marriage or children

Contemplate the future with dread and hopelessness

Scoring:

30-42 Serious Trouble!

15- 30 Watch out!

0-15 Doing well (or in denial!)

Is Medicine Stressful?

By Dr Dave Rainham

Continued from Page 4

system — and it's happening all over the developed world. It's not fashionable or comfortable for physicians to take the risk of assessing their own or their family's stress levels, although a regular "check-in" would be a good idea.

IS THERE AN ANSWER?

Clinical training provides us with skills, which help us to accept uncertainty and change, deal with emergencies, gather information and find solutions. Whatever stress we face, we can choose to trace the source of worry, identify our stresses and — when there are no solutions — to accept reality with humour. We can learn to relax, we can decide to exercise and eat well. We can choose the way we describe what's happening and select coping attitudes of optimism, persistence, flexibility and learning.

We can quit taking ourselves so seriously and find the humour in most situations. We can improve our communication skills, enrich our marriages and relationships, and balance our time and *manage money well* so that we are not on a never-ending treadmill. We can find support, develop our spirituality and learn to enjoy active hobbies and interests such as sport and music. We can decide on a purpose and find meaning in life that will lead to happiness.

This is all easier said than done, still, it's hard to help our patients deal with stress if we ourselves find it impossible to cope. To care for patients effectively we must first care for ourselves.

Will the stress of medical practice sicken and even kill us — or will we thrive on the stresses and become stronger and happier? It's our choice!



Dr. Dave Rainham is a family physician in Waterloo. His book 'The Stress of Medicine' and the 'Clinician's Stress and Lifestyle Resource' (95 pages of photocopyable, interactive material for helping patients deal with stress and make lifestyle changes) are available by calling 519-571-7904, or visit www.stresswinner.com

Innovative approach to care leads to faster, better treatment for heart attack patients



ECG results displayed on the BlackBerry

The innovative use of technology and a clinician-driven approach to providing better care has resulted in a new, life-saving protocol for heart attack patients in Waterloo Region, thanks to the vision of St. Mary's Regional Cardiac Care Centre and support of the region's Emergency Medical Services (EMS).

The new protocol enables paramedics to electronically transmit the results of an ECG performed on a patient in the field directly to a BlackBerry carried by one of St. Mary's interventional cardiologists. The cardiologist reads the ECG and if appropriate, directs paramedics to bring the patient immediately to the cardiac catheterization lab at St. Mary's - bypassing closer hospitals, and the emergency

department. The protocol is the first of its kind in Ontario, and is already achieving gold-standard results.

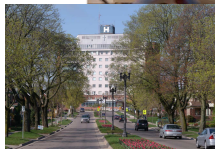
Research clearly indicates that the best treatment option for someone having an ST-Elevation Myocardial Infarction is angioplasty performed within a door-to-balloon time of 90 minutes. Since launching the protocol, St. Mary's has seen an average *first point of medical contact* to balloon time of 58 minutes — and in one case, as little as 36 minutes. These results are improving access to care, decreasing lengths of stay, and ensuring better outcomes for patients.

Victoria Raab

Director, Communications & Patient Relations
St. Mary's General Hospital

Kitchener-Waterloo Emergency Physician Recruitment Update

Dr. Daniel Bothma
CEUS Recruitment
Coordinating Physician,
K-W Emergency
Medicine Associates



On behalf of the K-W Emergency Medicine Associates, it gives me great pleasure to inform the medical community that our aggressive recruitment campaign over the last ten months has been highly successful. As of August 2008, our group will be fully staffed with our target of 25 FTE career emergency physicians.

The following physicians have joined our group in a full-time capacity thus far:

- Dr. Alex Feroze, MD, CCFP(EM) who completed his residency in South Carolina,
- Dr. Sam Hasan, MBChB, CCFP who joined us from Newfoundland,
- Dr. Angela Good, MD, CCFP(EM) who completed her residency at Western,
- Dr. Jeff Ginn, MD, CCFP(EM) who joined us from New Brunswick and
- Dr. Jurgens Pienaar, MBChB, CCFP who joined us from Newfoundland.

The following physicians have joined us in a part-time capacity:

- Dr. Dahksi Mahesan, MD who is well known to all in K-W,
- Dr. Brian Bell, MD, CCFP(EM) has returned to us in addition to his hospitalist role,
- Dr. Sean Gartner, MD, CCFP(EM) from Stratford,
- Dr. Phil Schieldrop, MD, CCFP(EM) from Stratford and
- Dr. Faisal Raja, MD, CCFP(EM) – Dr. Raja has unfortunately decided to return to Saskatchewan.

The following physicians will be joining us in July:

- Dr. Catherine Tong, MD, CCFP(EM) who is finishing her residency at Western,
- Dr. Irene Mitrana, MD, CCFP(EM) who is finishing her residency at McMaster and
- Dr. Neil Harte, MD who joins us from Watertown, NY, USA. Dr Harte is originally from Manitoba and we welcome him back to Canada.

Please join me in welcoming these physicians to our community, as I am sure we will all agree their presence here has greatly affected our ability to provide excellent emergency care to our patients.

As there will soon be no more need for help from outside agencies, I would like to take this opportunity to thank MedEmerg Ontario and HealthForce Ontario for their help during the extremely difficult period of 2006-2007. I also urge our colleagues from the referral specialties to continue enhancing a collegial environment with these and other members of our group.

Lastly, I would like to thank Dr Sharma's office including Tanja Cvijetic and Elaine Roberts, Ms. Taylor, Mr. Maxwell, Victoria Raab, both interim-chiefs and all the members of the Emergency Departments in making the transition of these physicians (including myself) to practice in K-W as smooth as it has been.

Dear Physician,

Your GRH Records Coding team would like your assistance in improving the documentation and quality of the discharge summaries, a crucial component for coding.

To help us improve our data quality please include the following items in your dictation:

- **Most Responsible Diagnosis**
- **Primary Diagnosis - Dx affects LOS and/or significant use of resources**
- **Post Admit Complication**
- **Other Diagnosis**
- **Procedures**
- **Course in Hospital**
- **Discharge Plan**

Your input will be rewarded..... PRIZES will be drawn monthly for those physicians with the best documentation! Our draws will be held on the first of every month, with the next draw on **June 1, 2008!!**

Thank you in advance!

GRH Health Information Management
Coding Area ext. 5430

Physician News

We are pleased to announce the appointment of **Dr. Carolyn Campbell** as the new **Chief of the Department of Oncology**.

Dr. Campbell will commence her duties in this role on May 1, 2008. As a valued member of our Medical Staff since 1998, Dr. Campbell brings with her a wealth of experience in the field of Oncology. We congratulate Dr. Campbell on this appointment!

We would also like to sincerely thank **Dr. Donna Ward** for her valued contributions and for representing the Oncology Department on the MAC as the Interim Chief for the past two years.

On behalf of Grand River Hospital and St. Mary's General Hospital we would like to formally welcome the following Medical staff to our team:



JAKDA, AHMED, MD

Specialty: Pain and Palliative Medicine
Start Date: March 19, 2008
Medical School: Saba School of Medicine (2003)
Primary Office Location: Grand River Regional Cancer Centre
 835 King St. W., Kitchener ON N2G 1G3
Pager: 519-651-5606 **Fax:** 519-749-4378



SCHIELDROP, PHILIP, MD

Specialty: Emergency Medicine CCFP[EM]
Start Date: April 1, 2008
Medical School: University of British Columbia (1999)
Primary Office Location: GRH/SMGH, Emergency Department
 911 Queen's Blvd., Kitchener ON N2M 1B2
Phone: (GRH) 519-749-4300 x.4242 (SMGH) 519-749-6910
Fax: (GRH) 519-749-4285 (SMGH) 519-749-6411

Change in access to Physicians' Lounge at St. Mary's

Following the opening of St. Mary's new facilities, the physicians' lounge will be relocated from the 9th floor of the tower to the 1st floor of the new building in room 1.446.

The new lounge will officially open on May 23rd, 2008.

To ensure a secure environment, the existing key-pad lock will be replaced by a prox-card reader. To access the new lounge, you will require your St. Mary's identification badge. Physicians with existing badges will have those badges pre-programmed to provide entry to the lounge.

If you do not have a St. Mary's ID badge but will require access to the lounge, please contact: Tracey Beirness at 519-749-6578 ext. 6669.

Dr. Michael Maurice concluded his term as Common Chief of Surgery on February 01, 2008.

Please join me in thanking Dr. Maurice sincerely for his tremendous service to the hospitals and the Department of Surgery. Dr. Maurice will continue on in his very active clinical practice in General Surgery and as a valuable member of our Medical Staff.

*Dr. Ashok Sharma
Chief of Staff*

Easy Level

3	5	1	8			6		
6	8	4				9		
		9	5		4			8
5				8			2	
			7		2			
	6			5				3
2			9		3	8		
		3				2	9	5
		6				5	1	7

Hard Level

			6				8	9
	8			3		4		
		9	2			6		1
			4	6				
			7	9	5			
				1	2			
9		6				8	5	
		8		2				3
3	1				4			

Physician Matters



Chief of Staff Office
c/o Grand River Hospital
835 King St. W.
Phone: 519-749-4300 .3892
Fax: 519-749-4293

Our Mission

We will provide Exceptional CARE with Compassion.

- We strive to be exceptional in everything we do
- We CARE; Comfort, Assess, Restore and Educate to support the health of our patients
- Understanding the unique needs of our patients ... we offer service with compassion



Our Mission

To continue the healing ministry of Christ consistent with our Catholic traditions and values.

SUBMISSIONS for Physician Matters

All members of the Medical Staff are invited to submit their news for publication in PHYSICIAN MATTERS.

Does your area have an event or “good news” story to share? Have you made significant improvements over the past year? Are there new initiatives that have improved care for patients?

We want to hear about what’s happening in your unit, program, department or service. Help us promote the value you bring to the community through your good work at GRH and SMGH by sharing your positive news with us.

Insertions should be sent to Tanja Cvijetic through inter-office mail, by fax at 519-749-4293 or email at tanja.cvijetic@grhosp.on.ca. If you have any questions, please contact the Chief of Staff Office at 519-749-4300 x 3892.

We appreciate all that you do and want to share the highlights of each other’s efforts among our Medical Staff!