



Homewood

highlights 2008



HOMWOOD
Health Centre

improving life

Homewood Health Centre
150 Delhi Street, Guelph, Ontario
Canada N1E 6K9
519-824-1010
www.homewood.org

Homewood Health Centre

Vision

Improving an individual's quality of life.

Mission

To be a specialized health care provider offering addiction and mental health treatment.

Five Critical Success Factors

People:

Fostering people who share our vision, values and standards.

Quality:

Setting and continually striving to exceed quality standards that will produce extraordinary outcomes and caring environments...setting us apart from others.

Innovation:

Pursuing innovative environments, specialized treatment and care that better serve our patients, customers and clients, and are professionally, medically and ethically accepted.

Relationships:

Establishing value-based, respectful relationships with all members of the team inside and outside the organization.

Communication:

Maintaining communications in an open and consistent manner with all of our stakeholders, as to our value, capabilities and our successes.

If we look at any of the old photos of the buildings, grounds, patients and staff at Homewood, it's amazing how much things have changed since Homewood first opened its doors to patients in 1883. We see horsedrawn carriages, the nurses in starched uniforms, the rural location of Homewood with its farm, vegetable gardens and fruit trees, the original Guthrie House and newer buildings such as Colonial and Vista with large roomy porches.

Homewood has grown to become a leader in the treatment of addictions and mental illness. The buildings have been modernized and Homewood is now situated in the midst of a bustling city.

Appearances have changed, but the qualities that were fundamental in 1883 remain today and they have helped to make Homewood successful for 125 years:

- Dedication to improving the lives of patients
- An unwavering commitment to excellence and quality care

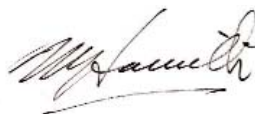
- Innovative and research-oriented care
- An ability to adapt and respond quickly to changes in the health care environment or patient needs.

Dr. Stephen Lett and John Langmuir, our founders, wanted to establish a facility that offered a more humane and enlightened approach to treating people with addictions and mental illness than was available in Canada.

They realized that dream with Homewood and we are proud that the values they instilled in the organization 125 years ago remain today.



William Hamilton
Chairman of the Board



William C. Hamilton, BSA, LLB
Chairman of the Board

Celebrating 125 years of improving life 1883 - 2008

Homewood reached a significant milestone in 2008 - its 125th year as a leading addictions and mental health treatment facility. As the year unfolded, a number of special events and activities were held with an anniversary theme, providing an opportunity for reflection about our beginnings and the changes that have occurred over the past 125 years.

Homewood's archives are a rich resource of photos and memorabilia adding a spark of life and a personal, human touch to dates and facts.

In recognition of the 125th anniversary, a special logo and letterhead were designed for use during 2008. And along with the Canadian flag, a special 125th anniversary Homewood flag flies atop the Manor hill flagpole.

One of the highlights of the year was Homewood's exhibit at the Guelph Civic Museum. Entitled *125 Years of Improving Life: the History of Homewood Health Centre*, the four-month exhibit, which opened in January 2008, illustrated, through photos and other memorabilia, Homewood's history and chronicled changes that occurred in the facility, in its specialized programs, and in the treatment of addictions and mental illness.

A quarterly newsletter, entitled *Homewood Heritage* and produced by the library, highlighted Homewood's history over the past 125 years, using photos and artifacts from the archives.

Other annual events, such as the Canada Day picnic, Service Recognition, Excel Awards, the golf tournament and professional recognition celebrations incorporated the 125th theme, adding an historical perspective.



The Manor Building, Homewood Sanitarium circa 1900

2008: Setting a course for future success

Celebrating a milestone year like Homewood's 125th anniversary provides an excellent opportunity to look back over the past decades. We marvel, not only at the vision and courage of our founders, but also at their determination to succeed and the resourcefulness of the leaders who have guided Homewood throughout its history.

As we enter Homewood's 126th year of operation, our commitment to serving patient needs with innovative solutions continues.

Homewood is breaking new ground by offering employers a new program in 2008. The Homewood Disability Treatment Program will satisfy a need not currently being met for short-term addictions or mental health treatment on an in-patient or an out-patient basis. A joint initiative of the health centre and the employee health company, the program will provide treatment, support and follow-up, helping patients to return to their families, their lives and their jobs.

We are pleased to be working with the Waterloo Wellington Local Health Integration Network (LHIN) to meet the health care needs of the region. In 2008, Homewood and the LHIN signed an Accountability Agreement that recognizes Homewood's role in serving the needs of the local community, but also its broader mandate to provide addiction and mental health services to residents in Ontario, across Canada, and beyond our borders.

The need for improved emergency mental health care in the City of Guelph resulted in an innovative solution - Emergency Mental Health Services (EMHS), a joint initiative of Homewood, Guelph General Hospital and Trellis Mental Health and Developmental Services. The new service is operated by Homewood, within Guelph General's Emergency Department, ensuring that patients receive emergency mental health care provided by clinicians with mental health expertise and within the requirements of the Mental Health Act. With the EMHS up and running, Homewood is now exploring the next step - the possibility of establishing a psychiatric day hospital to fill a gap in existing community resources. A day hospital would provide a continuum of care for patients discharged from the EMHS who still need treatment and support.

Over the years, as the number of beds and patients needing treatment increased and new programs were introduced, Homewood gradually expanded from the original Guthrie House location, adding new buildings to accommodate that growth. First the Colonial and Vista Buildings were added in the early 1900s. When the Guthrie House was destroyed by fire in 1911, the new Manor Building replaced it. Then the MacKinnon, Activity Therapy and the Hamilton buildings were constructed, resulting in the physical layout that exists today.



**Edgardo Pérez, MD
CEO and President**

As the health centre sets a course for future growth, Homewood is creating a master plan and master program that will map out each program and each department's space needs and recommended location, taking into consideration how departments interact and where they should be located in relation to each other. The Space Plan will ensure that the facility is able to support each of the clinical programs today and accommodate their future growth, while meeting the needs and expectations of patients.

As we look back over the past 125 years and track the progress of Homewood through the decades, against a backdrop of World Wars, Great Depression, space exploration, modern inventions such as the automobile or electric power, and advancements in the treatment of addiction and mental illness, the health centre has experienced challenges and setbacks, but it has continued to thrive. Strong leadership has certainly been a factor in our success, but equally important is the continued commitment of our Board of Directors, staff and volunteers to our patients and to improving the quality of their lives.

A handwritten signature in dark ink that reads "Edgardo Pérez". The signature is written in a cursive, flowing style.

**Edgardo Pérez, MD, MPH, FRCPC, CHE
CEO & President**

Homewood Board

Lloyd Atkinson
Hugh Guthrie
Ken Murray
John Valeriote

Olga Cwiek
William Hamilton
Edgardo Pérez

Paul Gilmor
Ian MacNaughton
Edward Rygiel

Achievements

Access Recognition Award

The City of Guelph's Barrier-Free Committee recognized Homewood Health Centre's efforts to increase accessibility with two Access Recognition Awards.

Homewood Health Centre received the Outstanding Contribution of a Business Award for the construction of the ramp at Riverslea, a former mansion located on the Homewood grounds, which is now used for meetings and conferences. The award is given "in recognition of the commitment and continual improvement of access to facilities, programs and services for patients and their families, staff, volunteers and visitors."

The second award for Outstanding Contribution by a Community Group recognizes Homewood Health Centre's participation in a project, along with the Upper Grand School Board, The City of Guelph and the County of Wellington.

Eat Smart Award

The Homewood Cafeteria was recognized with the 2008 Eat Smart Award. Homewood's cafeteria was the first workplace cafeteria to win the award in 2002, and it has continued to qualify every year since. Sponsored by the local health unit and the Heart and Stroke Foundation and funded by the Ontario government, the Eat Smart Award is given to restaurants and cafeterias that meet high standards in providing healthy food choices and a healthy environment.

Cathy Denholm Health and Safety Award

The nurses in the Program for Older Adults (now on MacKinnon 2) were selected as the winners of the 2008

Cathy Denholm Health and Safety Award. The award is named after Cathy Denholm, a Homewood staff member who, until her death in December 2006, was dedicated to maintaining a healthy and safe workplace at Homewood.

Toronto Star Nightingale Award

The nurses in the Program for Older Adults (Hamilton 3) were listed on the Honour Roll of the Toronto Star's Nightingale Awards. The Nightingale Award is given annually to an Ontario nurse who has been nominated for recognition by a patient or peers.

Service Recognition

The Service Recognition event each year recognizes staff for their contributions and loyalty to Homewood. The 2007 Service Recognition event honoured 102 employees, who have in total contributed 1,625 years of service to Homewood and its patients. Among those receiving service recognition pins were one staff member with 40 years of service; three staff with 35 years; eight staff with 30 years; 17 staff with 25 years and 16 staff with 20 years of service.

Excel Awards

Homewood's Excel Awards night had a special significance in 2008. Besides honouring staff and volunteers who "Excelled" over the past year, the event provided an excellent opportunity to celebrate staff who have been a part of the organization for the past 125 years.

Each year, Homewood recognizes staff for excellence in accountability, communication, customer service, nursing practice/advocacy, safety, teamwork and volunteer service in addition to the CEO Award and the President's Award.

Healthy Workplace

Committed to maintaining a healthy workplace, Homewood's Healthy Workplace Committee initially developed Homewood's Healthy Workplace Plan about 10 years ago. The plan was reviewed and updated in 2008, and the revised plan was approved by the Homewood Health Centre Executive.

To measure the level of job satisfaction and staff attitudes to Homewood as an employer, all employees are asked to complete a Making a Difference survey every two years. The most recent survey, carried out in 2007, showed that staff believe Homewood is a good place to work, compared to other organizations, and that overall, they enjoy the job to which they are regularly assigned and are satisfied working at Homewood.

Smoke-free environment

With the implementation of a smoke-free environment on October 1, 2008, Homewood became one of the first psychiatric facilities in Canada to restrict smoking both within the facility and on the grounds. To support patients and staff who wish to quit smoking, Homewood provides Nicotine Replacement Therapy or smoking cessation medication free of charge to patients and on a cost-shared basis to volunteers, staff and their families. An education group also meets weekly to provide information on nicotine addiction and suggestions on how to successfully quit smoking. As part of the implementation of a smoke-free policy at Homewood, research is being carried out on attitudes towards smoking and success of the policy in helping patients, staff and volunteers to quit smoking.

Homewood's Addiction Division is exploring the possibility of providing its services to the community by establishing a nicotine dependency clinic.

Patient Safety is a priority

P3H2 Initiative

People for the Prevention of Poor Hand Hygiene or P3H2 began with a simple purpose - to address concerns about free-standing hand sanitizer dispensers that posed a potential risk to patients.

In addition to removing all free-standing, unsecured bottles of hand-sanitizer, the P3H2 committee accomplished much more:

- An assessment was done of the facility to identify locations needing wall-mounted hand sanitizer dispensers to encourage increased usage by patients and staff
- Portable automated hand foam dispensers were also purchased for use in high traffic and outbreak areas
- Hand creams were evaluated and hand cream dispensers were installed at nursing stations
- Cavi-wipes were distributed hospital-wide for cleaning common areas and commonly touched items
- Various types of gloves were evaluated and the hospital has shifted to a powder-free glove, which is more compatible with waterless foam hand wash and promotes skin integrity.

Training and in-services are provided on an ongoing basis to staff as needed.

Infection Prevention and Control

Homewood Health Centre has joined other health care facilities in Ontario in publicly reporting hospital-acquired infection rates.

In late September, Homewood posted rates of *Clostridium difficile* (*C. difficile*) infections (which were zero) on its website, www.homewood.org, as required by the Ministry of Health and Long-term Care. In December 2008, all hospitals will also have to post infection rates for Methicillin-Resistant *Staphylococcus Aureus* (MRSA), Vanncomycin-Resistant Enterococci (VRE) and Hospital Standardized Mortality Ratio (HSMR) and in April 2009, statistics for hand hygiene compliance will be reported on hospital web sites.

Homewood welcomes these measures as a way to protect patients' safety and to help health care organizations gain a better understanding of and improve tracking methods so they will ultimately be able to reduce the incidence of these infections.

With two Infection Control Practitioners now on staff, Homewood is focused on ensuring patients remain healthy while they are in hospital. Over the past year, the Infection Control staff tracked infection rates and antibiotic use for in-patients, which are reported to the hospital's Infection Prevention and Control Committee and to clinicians throughout the hospital. A major responsibility for

Infection Control staff is education. Throughout the year they have held in-services, Hospital Rounds and other training opportunities for staff on a variety of subjects. The annual Infection Control Fair offers a number of experiential learning centres on such topics as cough etiquette, hand hygiene, proper use of Personal Protective Equipment and use of N95 masks.

In addition to membership on the P3H2 committee which was established to consider availability of hand sanitizer throughout the hospital, Homewood's Infection Control staff are also responsible for implementing the Ministry of Health and Long-term Care's *Just Clean Your Hands* program, a year-long, five-step program created to help hospitals and individuals overcome the barriers to proper hand hygiene and improve compliance with hand hygiene best practices. They are also leading a committee that is drafting a pandemic plan for Homewood, and they represent Homewood on a number of city and regional committees, both for pandemic planning and infection prevention and control.

Respiratory and enteric outbreaks can be tremendous learning experiences for a health care facility and Homewood had opportunities during the past year to develop knowledge and skills both in the prevention and management of outbreaks. In addition to a respiratory outbreak in the Older Adults program in February and an enteric outbreak in August that involved a number of staff and patients in Specialized Psychiatry, a three-week Influenza A and subsequent enteric outbreak in April 2008 involving three units in the hospital took a toll on hospital budgets and on patient programs. On the positive side, staff pulled together as a team to bring both outbreaks under control and throughout the process, each of us gained a better understanding of infection control principles and areas where we need to improve.



Hospital Goals

Organizational Effectiveness

- Enhance the organizational effectiveness of the Health Centre to be more flexible, responsive and viable.
- Promote quality and patient safety.
- Promote collaboration with the Homewood subsidiaries.

Marketing

- Strategically market existing programs and services.

Information Systems

- Develop comprehensive information systems.

Clinical Outcomes

- Develop inter- and intra-divisional integrated programming.

Human Resources

- Enhance Homewood's ability to attract, retain and motivate a workforce of knowledgeable, skilled, enthusiastic employees committed to the provision of quality behavioural health programs.
- Ongoing development of a healthy workplace within the hospital.

External Relationships

- Nurture external relationships with stakeholders.

Balancing Programs and Budget

- To continue to balance the needs of our patients with our need as an organization to balance our budget.



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