



# A Credit to your Health

A publication of THE CREDIT VALLEY HOSPITAL    AUTUMN 2008 / VOLUME 10 ISSUE 4

## Building A Lifetime of Care!

Construction began in early June on A and H wings of the hospital. The new four storey addition (A wing) will include additional inpatient beds with room for growth. Regional maternal/child, palliative care, complex continuing care, rehabilitation and surgical oncology patients, will occupy the new area. In addition, there will be a new high dose radiation therapy suite and resources for expanded cancer treatment.



**ABOVE:** Substantial progress has been made. The footings and foundations were in place July 2008. The exterior wall framing and sheathing will be completed by January 2009. Construction crews are currently working on level 3, and they are working diligently to complete the structure before the snow falls. We'll "top off" the A wing structure in December, which means the building will be enclosed soon afterward.

**RIGHT:** As the site expands, so too does the need for additional parking space. During the summer months, Bondfield constructors began reinforcing the existing parking garage to add 478 new parking spaces to the main parking garage. They will create a separate in and out access for staff moving them to the upper levels of the parking garage, providing maximum parking on the ground and lower levels of the garage for our patients and visitors. Patients and visitors will also have an additional entrance/exit. Two new elevators will be incorporated into the addition. During this construction more than 250 staff has been moved to an off-site parking area, to ensure our patients and visitors are given parking priority.



**ABOVE:** Anyone who has driven through the hospital grounds on the interior roadway knows that construction is also well underway on the addition to "H" wing. This is where shipping and receiving takes place. It will also house a 27,000 square foot expansion to our existing laboratory.



## REACH Portal Making a Difference in Doctors' and Patients' Lives

REACH means Rapid Electronic Access to Clinical Health information. It's an electronic health information portal that allows authorized clinicians access to their patients' information through a secure web browser inside and outside of the hospital. This means lab and diagnostic test results, images, transcriptions and progress reports written at one hospital can be viewed immediately by a physician treating the patient at a subsequent visit at one of the hospitals linked to REACH. Currently the portal includes The Credit Valley Hospital William Osler Health Centre, and Halton Health Care. Trillium Health Centre and Headwaters Health Care Centre will be joining the network soon. Having shared patient information is important because patients move between facilities for different diagnostic tests and procedures that are not necessarily performed at all facilities.

We asked one of our clinicians what he thought of this new initiative. Here's what he said.

**Dr. Tom McGowan's Notes\*:**  
Wednesday October 15, 2008

Sitting in clinic today it struck me how quickly REACH has changed how I work.

Today was a day when I saw new cancer patients with new problems. Of the four new patients I saw today, I needed to look

into REACH to get information from other hospitals on two of them. It took seconds



to look them up, and find the information I needed from the other hospitals. Before REACH, getting that information would have taken anywhere from 15 minutes to hours, and usually many phone calls.

Given that we're the only radiation program in the region, we always see patients who have had all, or large portions, of their care elsewhere. Most of the time the referring doctors make sure all the information is faxed over when the referral is made. Most of the time we can make the decisions we need to make with the

information we have. But if there was a recent test, or clinic visit, then we should see that report before we make a final treatment recommendation.

There's wasted time and effort when information comes in piecemeal. There are times when the results of the test aren't available when the patient is first referred by their medical doctor (MD). Sometimes the referring MD will send it when it's ready, and sometimes not. We can't expect that to happen because it's too much to ask a busy referring doctor to keep track of upcoming tests, and make sure they're faxed to us, when ready.

Even if it is sent after the result is in, we've got to be sure the new information gets attached to the original. While this normally happens, I've had cases where I've had our staff call a referring hospital to get a test result faxed over. Sometimes they say they've already sent it but we don't have it. So we get them to send it again, only to find it went to my office rather than my clinic.

When there appear to be duplicates of

the same test, there's more time wasted while I compare the results from the two documents. Only then can I be sure it's not new information that will influence the patient's care. It's pretty obvious that this isn't the most efficient way to manage anybody's time. Now I have an advantage that I hadn't really appreciated until I started to use the REACH portal. By looking at the records from other hospitals, we can sometimes see results of tests that are relevant, but that the patient didn't realize could be useful, or had completely forgotten about. This type of thing doesn't happen very often, but when it does, it matters.

So getting back to today; I had two patients that had information I needed from other hospitals. Thanks to REACH, I had it, easily after looking for a few seconds. I didn't have to figure out what to ask for, where things might have been done, and deciding whether I really needed it in the first place. I was able to spend all my clinic time doing clinical work, seeing my patients, explaining things to them, and figuring out what they needed to do next. And that makes for a satisfying day.

*\*Dr. Tom McGowan is physician director, radiation oncology at The Carlo Fidani Peel Regional Cancer Centre located at The Credit Valley Hospital.*

## An Open Letter to Our Cardiac Patients

by **DR. MANISH MAINGI**

I'm a cardiologist. That means I specialize in diseases of the heart. One of the most fulfilling aspects of being a cardiac specialist is when one of my patients achieves better health as a result of the care we provide at The Credit Valley Hospital.

In July 2005, our beautiful new state of the art cardiac rehabilitation centre opened its doors to our cardiac patients. The facility provides cardiology, neurology, pulmonary, sleep and vascular diagnostic services. Our diagnostic testing meets the highest standards in quality control as mandated by government regulations and licensing requirements.

We also offer non-diagnostic programs and services such as comprehensive education, consultation and exercise services. Our rehabilitation gym offers programs to cardiac patients several times a week in a spacious setting streaming with natural light and high vaulted ceilings. Did you know we facilitate over 25,000 patient visits each year? It's amazing to think that so many patients need our help...but we know there are many more who may not know that these services are available to them right in their own community.

And that is the reason for my letter. We want our community to thrive. We want to provide education and support for members of our community who may be at risk for cardiac disease. Our primary prevention program offers education and targeted exercise programming for individuals at risk for cardiovascular diseases such as heart disease, stroke and peripheral vascular disease.

We want to ensure that those patients diagnosed with cardiac disease, stick to their treatment regime and have the counseling and support they need. It's much easier to do so when the support is right in your neighborhood. Our heart function clinic helps those individuals in the management of heart failure, reducing potential emergency hospital visits.

Our physicians and allied health professionals offer programs and procedures that include the latest medical advances and the most accurate diagnostic and prognostic value. Our physician specialists are on site throughout your treatment program to ensure you receive the best medical guidance and intervention reducing potential risks that may be associated with some medical procedures. Follow-up appointments with the team are booked immediately. We communicate directly with your referring physician about your progress and special instructions for future appointments with him or her. This saves you time and avoids unnecessary delays that may impede your progress and health outcomes.

As a physician, my ultimate goal is to give my patients the best opportunity for successful health outcomes. I am proud of our cardiopulmonary services and the cardiac team at Credit Valley. Please don't take chances with your health. If you have a family history of cardiac disease, or feel you may be at risk, please ask your doctor to refer you to a cardiac specialist. We'd be pleased if your treatment choice was our team at Credit Valley. I want you to be one of our success stories!

## DIETING IS A BAD WORD

by **MARILYN BLAIR, RN**

Just the word "dieting" makes me hungry. The word is out. It does not work and we feel worse for failing. Many people with schizophrenia have an ongoing battle with weight gain and are at a moderate risk for developing Type II Diabetes. The difficult symptoms can cause people with this illness to lead isolated lives until they respond to treatment. Some experience periods of inactivity choosing to live quietly often eating whatever food is cheap and easy to access.

Many of us feel bad when we feel overweight. The stomach has receptors that tell us when we have eaten enough or too much food. People who take antipsychotic medications for schizophrenia seem to have those receptors blocked in some way. Another theory presented by Dr. Marie-Josée Poulin MD FRCP (C) is that the receptors are not getting the nutrients they need. Many of the schizophrenia program's members say they struggle with hunger all day and know they need to make a change but don't know how. Personally I think struggling to avoid snacks all evening is tough enough!

Credit Valley's schizophrenia program is constantly looking for ways to help our members achieve a healthy lifestyle. I call it a recipe for change. We're all aware of what we should be doing – eating well, exercising, being productive, taking time to relax and spend time with family and friends.

The schizophrenia program began making some changes about five years ago. First, we decided to remove carbonated beverages – "pop" – from the program and provide water instead. Keeping hydrated is important and some of our members get thirsty because of their medication. We didn't hear any complaints.

Then, we changed our menus in the lunch group cooking class to economical highly nutritious recipes. We didn't get any complaints about that either! We added a nutrition group to the healthy lifestyle module. The members paid attention. Some asked for individual appointments to set goals.

Then, we added activities such as outdoor games. With financial assistance from Novartis, we obtained gym passes from The Mississauga Parks and Recreation for each member with fitness goals. The exercise program has flourished and continues to be a standard part of our wellness recipe. We offer group sessions to help our members with

stress and anxiety reduction, self esteem and more. We also offer walking groups. Last year, we introduced The Fitness Challenge, started a Fusion group and Sue Swaine, our Ladies Canadian Racquetball Champion set up a racquetball clinic with volunteer coaches and equipment so the members could connect and get some serious exercise to build confidence.

There's been greater enthusiasm and interest by our members since we began these interactive groups. Members believe they can make a difference in their health but some weren't sure where to start.

With all this in mind, I tried to discover the missing ingredient. I believed "experiencing nutrition" was what was missing. We had a three hour nutrition workshop and asked Winsome Dewar, registered holistic nutritionist and president, Peel Chapter Heart and Stroke Association to tell us about how healthy food choices have made a difference in her life.

Thirty-eight members of our program showed up to hear this dynamic speaker and motivator who told her story of failed diets and how learning about nutrition helped her to help herself. To demonstrate, she used real food, wax samples and pictures that reflected good food choices in the Canada Food Guide. She also spoke about losing her father to heart failure and how that led her to promote health through The Heart and Stroke Association.

Her personal story had much more impact than simply attending a class about the risks of weight gain and a sedentary lifestyle. She taught us what to eat for breakfast when we don't feel like much, about healthful carbs and how small changes make a difference in how we feel. The group spent some time cutting out food samples from the Canada Food Guide food groups to help them experience making healthy food choices. Winsome taught them to use their fist to portion servings like pasta, rice or mashed potatoes. The reality of how much we normally indulged, became larger than life. The second part of that lesson was learning to use the palm of your hand to portion meat and your thumb to portion cheese. We used paper plates to draw pie size portions for each food group to drive home how different plate sizes make portions look different. Being able to actively experience portion control made it feel "do-able."

And all without "dieting!"

## Pulmonary Rehab Program



Resistance Band (Strength) Training



Pool exercises are included weekly.

The Pulmonary Rehabilitation Program at CVH is entering its third year of operation. The program runs three times a week for 10 weeks and helps people with chronic lung disease to better understand and manage their condition. The sessions include an education component and an exercise. Increasing exercise capacity helps strengthen leg and arm muscles as well as the lungs. This allows people with lung disease to do more without losing their breath. Members of our program realize that exercise is not only important but it can also be fun. Individuals can be referred to the program by any physician.

## Foreign Trained Physician "Volunteers" at FMTU Now One Step Closer to Practicing in Canada

by **LOUISE SMITH**, executive director, Family Medicine Teaching Unit

Cristina Stircu is an International Medical Graduate (IMG) from Romania. She began volunteering in the Family Medicine Teaching Unit (FMTU) in February 2007 to become more comfortable with the English language and to gain an understanding of Canadian primary health care, its processes and practice. Cristina was the first hospital volunteer in our program. Previously, volunteers had been associated with programs and services within the walls of the hospital only. It was a decision that netted significant results for our program and for Cristina.

You see, Cristina had such an impact on our unit each day that she volunteered, that when we created the position of

clinic assistant and Cristina applied, we hired her! Cristina did a wonderful job as our assistant, improving patient flow and providing support in minor clinic activity such as sterilization of equipment, patient placement, heights and weights. She worked for us full-time from August 2007-March 2008. During that time FMTU medical director, Dr. David Clarkson and Dr. Gihane Zarifa created shadowing opportunities for her in the evening to help her on the road to acceptance to a Canadian University Family Practice Residency Program.

It has taken Cristina five years to acclimate to Canadian health care and write and prepare for all of her exams. Out of over 1,000 IMGs who apply for Canadian

Family Medicine Residency Programs, 300 are selected for interviews based on marks, experiences and references. Cristina was invited for an interview in January and was accepted into one of the 70 spots in Ontario! What's even better, is the University of Toronto placed Cristina in our Family Medicine Teaching Unit!

Cristina began as a first year resident in July. This is a huge accomplishment for her and we're all proud of her.

When I reflect on her accomplishment, I know that it may not have been possible without that important first link – the leadership in expanding volunteer services to support the FMTU, providing Cristina and other volunteers, an exciting and rewarding volunteer experience.



## Taking a Moment with Michelle



Michelle DiEmanuele, president and CEO

Hello. I'm Michelle DiEmanuele and I'm Credit Valley's new president and CEO. That explains why my photo and this column is located in this section of A Credit To Your Health which was previously occupied by my predecessor, Wayne Fyffe.

Wayne retired from Credit Valley in August. I officially took over the position August 12th. Since then I've immersed myself in the culture and day to day details of life in a busy community hospital.

Health and human services is familiar territory for me.

Prior to joining Credit Valley's team, I was deputy minister in the Government of Ontario, where I was charged with the responsibility to modernize the Ontario Government. I introduced the first-ever "money back guarantee" for government services in North America whereby now you can get your birth certificate

in 15 days or it is free! As well, I have been a senior executive with CIBC and Brookfield Properties.

These experiences have taught me the importance of working collectively as a team and drawing on core values to deliver outstanding and needed services to the public.

I am quite frankly very impressed by the amount of teamwork and collaboration that exists here at Credit Valley and beyond our doors with our healthcare partners. Gone are the days when hospitals competed with one another for scarce financial resources in order to duplicate programs and services at each facility. Critical to creating a sustainable health care system for you and your family is the idea of mutual respect -- within the hospital and broader health care environment recognizing the significant role each facility, each program and each individual plays in the overall delivery of good patient care.

Our Credit Valley team is proud to be working closely with our neighbouring hospitals and other health care partners to offer you more comprehensive and coordinated services, each through our own regional specialities. In this issue of A Credit To Your Health you'll read about such an example that is making a significant difference in the lives of our patients and clinicians; the REACH web portal which is improving the collaboration and connectivity between six physical hospital sites in Peel and Halton regions (Credit Valley, Halton Health Care and William Osler Health Centre).

Respect, teamwork and collaboration have and will make the difference in elevating patient care. I am proud to be part of the team of experts and support personnel at Credit Valley who have dedicated their careers to providing the best patient care experience for you and your families. I look forward to connecting with you in future issues of A Credit To Your Health and in person in our community.

## What to Expect in Your Baby's First Year

by MYRA DEL ROSARIO, occupational therapist and  
ANGELA MITROVIC, Physiotherapist

In your baby's first few months, let your baby play on his/her tummy several times a day as long as your baby will tolerate, to help develop neck and back muscles. Also place toys in their hands to help teach reaching and grasping.

Around 3-4 months, babies will start to put things in their mouths -- this is how they explore and learn, so be sure toys are clean and without small parts.

Around 6-7 months, your baby may begin to sit alone. Avoid or limit doorway jumpers, they don't help with trunk strength. Ensure exersaucers are set so your baby's feet are flat on the bottom.

At 8-9 months, let them play with cheerios to practice their finger skills,

they dissolve easily, so they're a good first solid food. By now they are crawling. Bare feet, socks, or soft slippers are best. Outdoor shoes should be flexible.

At 12 months, your baby should be crawling quickly, cruising around furniture, and some may be walking alone. They're fascinated by other babies, so take your baby to playgroups or the Early Years Centre near you.

Now keep in mind that each child is unique, so not all children will develop at the same rate or in the same way.

If you have concerns related to your child's development, check with your child's doctor.

*Most of all, enjoy this first year!*

## How to Reduce Falls in Your Home

Most of us consider our homes to be a safe place. However, the home is also where many injuries occur -- most of these being falls. There are lots of simple things you can do to reduce the risk of falling in your home. Some suggestions to make your home a safer place to live are:

- remove clutter and clean up spills when they happen
- remove scattered rugs or tape edges down using duct tape
- secure electrical cords close to the wall to avoid tripping
- make sure there is adequate space to maneuver between pieces of furniture to avoid having to turn sideways
- wear footwear such as anti-slip slippers or proper fitting shoes

### Tips in the bathroom:

- use a non-skid mat inside and outside the bathtub or shower stall and toilet
- ensure grab bars in bathtub are installed by a professional
- ensure you have a well-lit path from your bedroom to the bathroom

### Tips for the stairs:

- keep stairs well lit and free of clutter
- if possible install solid handrails on both sides of the staircase

### Tips for outside the home:

- keep front steps and walkways in good repair and free of snow, ice, leaves etc.
- make sure the front steps and walkway are well lit

## Community Education

To reserve your seat at any of Credit Valley's community education sessions, please call the RSVP line at 905-813-4480.

**Nov. 3, 2008 – Pain Management**  
6:30 p.m. Displays, 7:00 p.m. Presentations, at the Mississauga Central Library.

**Nov. 11, 2008 – Preventing Type II Diabetes in Adults and Children**  
6:30 p.m. Displays, 7:00 p.m. Presentations, at the Mississauga Central Library.

**Nov. 19, 2008 – Chronic Obstructive Pulmonary Disease Update**  
6:30 p.m. Displays, 7:00 p.m. Presentations, at Mississauga Seventh-day Adventist Church, 2250 Credit Valley Road

**Nov. 25, 2008 – Survivorship – Where Do I Go From Here**  
6:30 p.m. Displays, 7:00 p.m. Presentations, at the Mississauga Central Library

**Dec. 2, 2008 – START Program: Depression, Stress & Worklife Balance**  
6:30 p.m. Displays, 7:00 p.m. Presentations, at the Mississauga Central Library.

## Learning from Semmelweiss

By DR. ALICIA SARABIA

Ignac Philipp Semmelweiss, a Hungarian physician called the "saviour of mothers", discovered in 1847 that "childbed fever" could be drastically reduced by careful hand washing in labour and delivery units. He correctly believed that harmful infectious particles could sit in tiny amounts on the hands of healthcare providers and that hand washing was the best way to prevent spread of these particles to women who had just given birth.

In the spirit of Semmelweiss, The Credit Valley Hospital recently launched the "Just Clean Your Hands" campaign in an effort to reduce hospital-associated infections (HAI). The campaign is focused on increased accessibility of alcohol-based hand rub product, compliance with proper hand hygiene technique, and improved "hand care" - to maintain healthy skin despite repeated applications of alcohol-based hand rub product.

Another measure directed against HAI includes regular tracking of infection rates so that any increases in frequency can quickly be identified and acted upon. In fact, the Ministry of Health recently asked all acute care hospitals to publicly share rates of HAI, beginning with C difficile rates in August 2008. HAI rates at The Credit Valley Hospital can be found on our hospital website at [www.cvh.on.ca](http://www.cvh.on.ca). By April of 2009, The Credit Valley Hospital will be publicly reporting on not only C difficile, but also hospital-associated pneumonia and bloodstream infections, postsurgical infections and infections due to antibiotic resistant bacteria.

Apart from our efforts in hand hygiene promotion and HAI surveillance, The Credit Valley Hospital has placed special attention on environmental cleanliness. Our hospital



Dr. Alicia Sarabia practices proper handwashing at The Credit Valley Hospital. She reminds readers that when washing with soap and water to use lots of friction being careful to wash between fingers and thumbs for at least 15 seconds.

cleaners regularly receive focused training on appropriate cleaning technique and cleaning audits have recently begun so that our environmental service staff receive feedback which will help them do a better job.

The Credit Valley Hospital is firmly committed to providing its patients with the safest and most effective care attainable. Lessons learned from Semmelweiss and others are valuable reminders-- we will strive to prevent infection in every patient we serve.

Visit our website at [www.cvh.on.ca](http://www.cvh.on.ca)

# Gratitude and Need

by NORMA BANDLER, president and CEO, CVHF

Autumn 2008 is an interesting time of year – interesting in our community and interesting world-wide. In the recent celebration of Thanksgiving, I imagine that conversations were broader than other years amongst most families sharing family times and remembering to give thanks. I imagine that many households discussed the economy, Canada's then impending election and also the ramifications of the forthcoming U.S. election

It gives me pause therefore to delve further into our gratitude – gratitude for where we live, the democratic process, our health and education and the kind of community we are fortunate to live in. We are blessed to have one of the ideal health care systems in the world, a fact noted by the number of people who choose to live in Canada. With a population growing rapidly in terms of young families and also those members of our community born in the post war baby boom, Credit Valley is faced with severe constraints in trying to take care of everyone's needs. We do not have enough space to treat our patients. Without our current construction project, we could not handle the numbers in our community.

I referenced earlier the economy as a subject of current conversation among most families. What will the new economic world look like? How will our lives be affected? What is essential? What is optional? All of these questions are being raised at a time when your Hospital's foundation is charged with raising \$45 Million to help build and

equip the building that will house a Regional Maternal/Child centre, a new and expanded area for our littlest people being treated in Paediatrics; provide a renovated and expanded laboratory to handle the 6,000,000 tests they run every year. In addition, our patients in palliative care will have renewed and updated facilities.

Credit Valley indeed provides a "Lifetime of Care" for all its families. Such an initiative requires money and my mission is to raise funds from you to help build the new expansion.

Early in my career I learned "there never is a good time to ask for money". Equally there never is a good time to get sick. In spite of any economy, we continue to provide health care to our patients. And so we have arrived at a time of heightened awareness of the need for health care services, sensitivity to the economy and the problem of balancing our lives, our income and our health. As you confirm your priorities for spending with your family I trust health care will remain high on the list. It is important to know that world class healthcaring will be available to you when you need it. What Credit Valley offers is unique and worth some investment by everyone.

The economy may ebb and flow for many years but the need for health care is constant.

We hope you will reflect on the importance of The Credit Valley Hospital to you and your family and give according to your means to our \$45 Million Lifetime of Care Campaign.



From left to right, front row: Heather Campbell, Lynn Lister, Sheila Jennings, Meredith Malloch, Kalin McDonald, Back Row from left to right: Steve Elliott, Felicity Guest, Tony LeMay.

## Reasons To Smile

It might have rained – actually poured – on their parade at the 4th annual Healing Cycle fundraising ride, but through the chattering blue lips of the 300 cyclists who participated, there were beautiful smiles of pride. The participants were there to celebrate the accomplishment of raising a record \$180,000 for the palliative care unit at The Credit Valley Hospital, bringing the cumulative total the event has raised to \$480,000.

"It's such a fun way to raise money for an important, serious cause and I'm just glad that the cyclists still enjoyed themselves despite the rain," said Heather Campbell, executive director of the Healing Cycle Foundation. "I couldn't believe that 95% of the riders showed up, and I believe it is a testament to how much our participants care about supporting palliative care. It's an area of health care

that people are generally uncomfortable talking about, and so it is truly rewarding to see our participants acknowledging the importance of palliative care in our community."

Staff at The Credit Valley Hospital and its Foundation had more than one reason to smile – in fact they had 30,685 reasons because that's the astonishing amount of money their team raised, with assistance from Erin Mills Town Centre, which generously gave a \$10,000 matching donation to the team. For a second year in a row, the hospital won the event's Team Challenge trophy, making its co-captains, nurse Pat Johnstone and Dr. Robert Boyko proud!

For next year's ride, Campbell is predicting a beautiful, sunny day!

Please visit [www.thehealingcycle.ca](http://www.thehealingcycle.ca) for more information on this event.

## Salute!

### The Credit Valley Hospital Foundation's Annual Gala

The Credit Valley Hospital Foundation's Annual Gala is one of the largest fundraising events in the City of Mississauga. Steeped in tradition, this black-tie event attracts 1,000 successful business and community leaders for an evening of dining, dancing and fundraising in support of The Credit Valley Hospital Foundation.

More importantly, this event raises significant funds for patient care in our region. The 2008 Gala raised a staggering \$525,000 net, in support of The Credit Valley Hospital's new expansion project to

benefit mothers, children, critically ill and long-term patients.

Our vision for 2009 is to transport you to the Amalfi Coast for a romantic evening that will celebrate the tastes and experiences of Italy's famous coast. The evening will feature our popular auction, gourmet dinner, music, dancing and networking opportunities.

For more information about our 2009 Gala or sponsorship opportunities, please contact Ashlee Sorochan, manager signature events at [asorochan@cvh.on.ca](mailto:asorochan@cvh.on.ca) or 905.813.1100 ext. 5993.

## Special Events... COMING SOON!



2009 Annual Gala Friday, February 27, 2009  
Mississauga Convention Centre. [www.cvhfoundation.ca/salute](http://www.cvhfoundation.ca/salute)

## Business Intelligence Supports Evidence-Based Care

The Credit Valley Hospital has developed a decision support business intelligence tool (BI Tool) that helps caregivers and managers to analyze statistical and operational data in order to provide the most efficient, cost effective and evidence-based patient care.

The web-based analytical tool has been 12 months in the making and is already being sought after by other healthcare providers wishing to access the same "smart" decision support tool for their organizations.

Healthcare data comes in many formats and layouts. There are hundreds of clinical and financial data elements for each program and service. The information has a variety of formats, attributes, variables, and is often stored in a variety of locations and usually not easily accessible. This results in a data management environment which is not particularly user friendly. It is not what you would call a "smart" way of doing business.

At Credit Valley, the solution was to develop a centralized approach to data measurement and management in order to support the hospital's programs and departments to monitor performance measurement, facilitate decision support

and ensure evidence based decision making across the hospital.

This is a multi-criteria and multi-phased project based on Credit Valley's quality framework. Within the framework, key performance measures and indicators (KPIs) were chosen based on their alignment with Credit Valley's strategic plan, goals and objectives. Once the consensus based performance measurement framework was in place, a centralized data warehouse with over 350 clinical and 80 financial data elements was developed to support performance measurement, analysis and reporting.

Credit Valley's series of innovative electronic balanced scorecard, dashboards as well as standard and customized reports effectively demonstrate performance of any program or department at a glance. CVH's BI Tool allows the stakeholder to engage in the big picture view, or "drill down" to specific departmental or program information.

To date, Credit Valley has created over 120 clinical as well as over 50 financial indicators for various balanced scorecards based on the hospital's internal and external data requirements.