

# The **H**ealth **P**romotion **E**xchange

## Development and Pilot Test of Standards for Health Promotion in Hospitals

The World Health Organization established in 1993 an European Pilot Project on the role of health promotion in hospitals, which in 1998 was expanded with the development of the international network of Health Promoting Hospitals (HPH). The Network has been expanding over the years and now counts more than 700 hospitals in 25 countries.

Based on the principles set out in the Ottawa Charter for Health Promotion, the Ljubljana Charter on Reforming Health Care and the Vienna Recommendations on Health Promoting Hospitals, the aim of the Network is to strengthen health promotion, disease prevention and rehabilitation services, and enhance a reorientation of the hospitals. Health promotion in this context is considered a quality issue, for example assessment, care and patient safety.

The transformation of the Network's aims into practical clinical programs and guidelines, however, has made it increasingly clear for the member hospitals that objectives, standards and indicators must be identified for the activities directed to patients, staff and environment. Standards are potentially strong tools for quality improvement and for the implementation of a concrete program for health promotion in hospitals. Although there is solid evidence that existing standards only marginally address the issue of health promotion in hospitals.

A set of standards for health promotion in hospitals was developed in the International Network of Health Promoting Hospitals. These standards were piloted, tested and assessed qualitatively and quantitatively.

*Continued on page 2*

## Introduction

Welcome to the seventeenth edition of the Health Promotion Exchange newsletter. Hard to believe it started in the Winter of 1996 - with only a local focus, but now has graduated to a broader perspective with submissions received near and far.

In this issue, there is a wide range of topics. Setting standards for Health Promotion in hospitals provides our readers with an opportunity to learn more about the effort to ensure quality in their services provided. This possibly sets the stage for a series of articles in this area as health care facilities are partnering with their communities in developing healthy communities. Again, we have another humorous, but important, health promotion message in "Little Things". The question of leadership in Health Promotion was suggested, so John Butler has scribed his thoughts.

Please feel free to visit the Grand River Hospital's website at [www.grandriverhospital.on.ca](http://www.grandriverhospital.on.ca) - Health Promotion - for an electronic version of this newsletter.

We welcome your contributions.

## Inside This Issue

Music Therapy and Health	2
Keeping Men Healthy	3
Health Promoting Hospitals Australian Style	4
Interesting Web Sites	6
Cross Currents	7
Mark Your Calendar	8



*Continued from page 1*

Hospitals that took part in the pilot test assessed the standards as being understandable, relevant and applicable. This result indicates that the actual standard formulation can fulfill the aim: to set universal standards for health promotion, disease prevention and rehabilitation in hospitals.

The reason for focusing on the hospital's role is the recognition of a specific need to reorient the hospitals into a new direction. It was decided to follow the patients' pathway through the hospital and describe the needs and activities appropriate to meet the patients' needs. Emphasis was on the responsibility of the hospital leadership and on the role of the staff. However, this is an obligation for the total health care system with standards describing the activities across the sector boundaries being developed in the future.

Based on the results of the pilot test and the discussion during the workshops, the standards and criteria in their final version were amended and will be continuously revised in the future, subject to changing needs and experiences gained in the use. The standards will not be used to formally assess, accredit or rank individual hospitals that are members of the Health Promoting Hospitals Network. The use of aggregated data on the compliance to the standards will be discussed with the members of the Network.

Measurable elements and indicators will be developed further for the self-assessment tool. The tool will be accompanied by a manual and glossary of terms. Specific guidelines may be developed to supplement the standards. The self-assessment tool may also be developed as an online-database linked to the existing database of Health Promoting Hospitals.

Quality organizations are encouraged to include the standards for health promotion in hospitals in their standard sets.

*Oliver Gröne et al*  
*Technical Officer, Health Services*  
*WHO European Office for Integrated*  
*Health Care Services, Barcelona, Spain*  
*(This is part of an article to be published*  
*in an international journal.)*

## Music Therapy and Health

The philosophy of music therapy, as defined by the Canadian Association for Music Therapy, is to utilize the creativity and expressiveness of music as a medium to provide a viable humanistic means of recognizing and developing the often untapped, inner resources of a client. Since music therapy became a professional discipline in Canada in the early 1970s, it has defined itself according to mental, physical, emotional and spiritual aspects of health.

There are many connections between the musical experience and the promotion of health. In improvisational music therapy, there can be an integration of mind, body and spirit. Listening to ourselves and to others is paramount when creating music. Music provides a place of safety, playfulness and creative nurturing. Improvisation allows people to be spontaneous and imaginative, to leave behind intellectual thinking, thus evoking the whole person. Improvisation is a musical space where extemporaneous playing and singing (vocalizing) are expanded to the point that nothing is "wrong" or without value.

Music can help a person access her or his own inner health, peace of mind, and spiritual beliefs. The strength of music lies in its ability to

contain a variety (and an often subtle mix) of emotions in the same piece of music. Music consists of sound and silence. Because we live in a noisy culture, the Canadian composer R. Murray Schafer advocates for more silence in our lives; to find the quiet moments and bring back respect for silence. As well, every piece of music exists in a container of silence.

Inner health, however, cannot really happen without a vision of outer health, i.e., healthy communities. Community, in the sense of unity that holds diversity, can be created through music. Community music therapy is a process of working in concentric circles. That is, bringing music therapy to an individual, family, a community of participants (improvisational group music therapy), a facility (support groups for staff facilitated by a music

therapist), or organizing interdisciplinary and multi-cultural community music projects. Working within these circles creates potential for communication, creativity, interaction, change and, ultimately, health.

*Dr. Carolyn Arnason, MTA*  
*Wilfrid Laurier University*  
*Faculty of Music, Music Therapy*  
*www.wlu.ca*  
*Canadian Association for Music*  
*Therapy www.musictherapy.ca*



## Health Promotion Leadership: The Political Soldiers

In 1939 US General George C. Marshall became US Army Chief of Staff. Reflecting on his promotion, Marshall said:

“It became clear to me at age 58, I would have to learn new tricks that were not taught in the military manuals or on the battlefield. In this position I am a political soldier and will have to put my training in rapping out orders and making snap decisions on the back burner, and have to learn the new arts of persuasion and guile. I must become an expert in a whole new set of skills”.

Marshall put his skills of “persuasion and guile” to great use after the Second World War, when he crafted and implemented the humanitarian Marshall Plan for the reconstruction of Europe.

What relevance do an old soldier’s words have for today’s health promotion leaders?

Plenty. Health promotion battles for recognition in a society that discounts the

distant outcomes of health promotion, in favour of the more immediate treatment outcomes. Despite rhetoric about treatment and promotion as partners, the sectors compete for social resources. Health promotion usually loses. To continue the military metaphor, health promotion does not have the vast battalions of the treatment system to get its message across to those who control society’s purse strings. This is where Marshall’s “arts of persuasion and guile” come in.

Some health promotion leaders are superb at these arts. Others are not. Some health promotion leaders and their followers prefer to rattle around within the little system available to them. Some are self-exiled leaders and organizations, convinced that no one can understand them, reluctant to build bridges with anyone for fear it will taint the ideological purity of health promotion.

The arts of persuasion and guile need to be applied as much within health promotion as beyond it. A rift is developing between those who believe the social determinants of health are all that matter, and those who prefer to concentrate on lifestyle and behavioural modification. The two health promotion dimensions should work together to combat their common challenge – a society that wants to change things, but only a little.

Health promotion is remarkably adept at changing people’s behaviours on the micro level. The same skills – the arts of persuasion and guile – can be applied by health promotion’s “political soldiers” to change the behaviours of the politicians and pundits who decide who gets what.

*John Butler, President  
The Agora Group  
agora@consultant-network.ca*

## Keeping Men Healthy: What The Health Care Facility Can Do

Dr. K. Goldberg stated, “*If men knew as much about their bodies as they do about their cars, they’d be better off.*”

When men and boys don’t take health seriously or make their health a priority, it has a devastating impact on individuals, their families and communities. Available data shows that for most illnesses, men are less likely than women to consult their general practitioners, yet their hospital admission rates for disease, such as coronary heart disease and stroke, are higher.

Men’s health is an area of growing awareness, interest and concern locally, nationally and internationally. Many of men’s lifestyle behaviours are cause for concern for the overall well-being of men. More males abuse substances than females, incur greater non-fatal, but limiting, accidents during sporting activities and in the work place, and are obese. The newly published Statistics Canada data reveal that more

boys are overweight than girls, fat children outweigh fat adults, and overall this phenomena is becoming a world-wide epidemic. There is also a disturbing trend in the number of males committing suicide. One in ten men will have a major depressive episode requiring treatment, but only one in ten actually get the help they need. Men often suffer from the “sturdy oak” syndrome and become their own worst enemies.

The literature indicates that these male health trends are not random, but are a result of internalized cultural and social dynamics. The medical costs of treating these preventable diseases and accidents continue to create a considerable strain on the health care system, our economy, families, to women and to the over burdened social service system.

In a soon-to-be released Canadian Healthcare Association Executive Brief,

there will be a review of the health behaviour of men and what role the hospital can play in helping men to improve their health. A hospital is in a unique position within the health care system to be a stronger resource for health.

*“Prevention is an investment we all must make in our future.” (Dr. M. Garcia Barbero)*

*For further information, contact Canadian Healthcare Association (613) 241-8005, ext. 253. This Brief will be available in early 2004.*



## Health Promoting Hospitals Australian Style

For the past year, Latrobe Regional Hospital (LRH) in Victoria, South Eastern Australia, has been exploring what an Australian HPH looks, acts and feels like. The Health Promoting Hospital is an emerging phenomenon in Australia, and LRH is one of only eight Australian members of the WHO International Network of Health Promoting Hospitals.

Many Australian hospitals 'do' health promotion. This is often project-based activity generated in health promotion units, by health promotion staff, yet the concept of integrating health promotion into the core business of hospitals, the work of all staff, is largely unexplored. In a nation with an outstanding track record in community health promotion, it seems incongruous that the acute sector has been virtually ignored as a setting for promoting health.

Latrobe Regional Hospital has taken a 'clean up our own backyard' approach, with an initial emphasis on creating a smoke-free environment that includes outdoor areas and entrances of all buildings and campuses. Research is being undertaken into staff preferences to inform the development of a workplace wellness program, a smoking cessation intervention program has been included in the maternity care track, and an arts-in-health program is being developed. LRH is currently

embedding health promotion as a core activity in its strategic plan.

Concurrently, the Hospital is involved in a range of community activities in partnership with other organizations including a municipality-wide community safety program with local government, police, road safety and drug workers, a community engagement strategy regarding water fluoridation, and a project to improve the 'liveability' of public housing.

LRH is recognizing the enormous potential of this work and will endeavour to share our learning with the rest of the nation.

*Sue Kearney*

*Health Development and Community Relations*

*Latrobe Regional Hospital*

*Victoria, 3844 Australia*

*skearney@lrh.com.au*



## LITTLE THINGS: Weeds and Herbicides

Little Things (LT) is a periodic column about practical HEALTH PROMOTION. Little Things never backs away from a fight! (LT prefers to discretely shuffle to the side.) The battlefield is the home lawn and invaders are weeds. The definition of a weed is left to the reader. (LT is aware that grass is a garden weed and forget-me-nots are a lawn weed.) The White Hats say that no herbicides should be used and they push Local Councils to codify their position. The Black Hats say that their lawn is their turf and they shall defend it with Weapons of Mass Weed Destruction.

LT, a natural Grey Hat, takes a strong Middle (Earth) position!

First of all, with frequent water restrictions in Waterloo Region, LT would support anything GREEN that survives. Secondly, weed pulling coupled with frequent mowing is not only effective weed control, but also a fine workout. It just needs some trendy attire to make it in the fitness world. One can then give 110% to one's body, one's lawn and the environment, all at the same time!

Thirdly, if herbicides must be used, take the minimalist approach:

- apply only short acting degradable products
- mix according to directions
- apply small targeted amounts (avoid general distribution)
- post a warning sign

Lastly, the final statement on weeds: pull if one can, spray if one must or just let them be! LITTLE THINGS MEAN A LOT! (Health Promotion with ATTITUDE).

*Don Stewart, B.A.Sc, M.D.*

*(Newsletter Committee)*

## Workplace Health Promotion Includes Self-Help

Canadian Corporations, such as the Ontario Power Generation, encourage employees to donate to non-profit organizations such as the United Way and local community centres. They also understand the benefits of a healthy worker and one way to ensure this is through the integration of self-help/mutual aid referrals to the workplace.

“Studies show that organizations that invest in promoting the health of their staff enjoy increased productivity and reduced costs,” says Jane Hutt, Health and Social Services Minister of the UK. However, due to recent cutbacks, health promotion within the workplace is lagging.

Integrating self-help referrals within workplace health centers can be a favourable and cost efficient way to increase the quality of employees’ health conditions.

These companies are integrating self-help/mutual aid referrals because of the unique quality that self-help groups possess. Self-help/mutual aid groups, in contrast to ones that are professionally led, offer more practical support and information exchange. “With self-help groups you’re dealing with people who have ‘been there, done that’, so people learn from personal experiences,” says Joanne Ryan, an occupational health nurse from the Ontario Power Generation.

*For more information on integrating self-help referrals into workplace health promotion programs, contact the Ontario Self-Help Network at (416) 487-4355 or [oshnet@selfhelp.on.ca](mailto:oshnet@selfhelp.on.ca)*

## Healing Horticulture: Hospitals, Others Explore Healing Benefits of Nature

As more researchers and health practitioners begin to explore the field of environmental psychology – or the study of the



impact of nature and one’s environment on mental health – a growing number of hospitals and other groups are using horticulture therapy as a means of healing. A study in the June issue of the *Journal of Environmental Psychology* found that young adults who are exposed to a stressful situation and then allowed to walk through a nature preserve experience greater blood pressure

declines and a more positive change in their feelings than those who walk through a medium-density urban environment. Moreover, a researcher from Texas A&M University has found that surgical patients whose rooms overlook landscapes recover faster. Putting such insights to use, hospitals such as Legacy Health System’s Good Samaritan Hospital in Portland, Oregon, increasingly are using gardens for rehabilitation or as peaceful places for practitioners to rest during breaks. In addition, many city-run botanical gardens are using horticulture therapists to give city dwellers an opportunity to experience “nature’s therapeutic benefits”. Chicago’s Botanic Garden, for example, allows patients from private health agencies as well as the general public to participate in horticulture-therapy services such as planting, weeding, cultivating, watering, and harvesting.

*Waldholz, Wall Street Journal, 8/26*

## A Health Promotion Initiative - Core Stability

Grand River Hospital in Kitchener, Ontario is committed to creating an atmosphere where wellness is highlighted. Several health promotion initiatives are ongoing, and many more are in the planning phase.

Currently a program for core strengthening has been offered to staff. Core strengthening, or core stability, has always been the focus of treating injuries in the Occupational Health physiotherapy department. Recently, a core program is now being offered to all staff as a preventative program.

The Core program is so effective because it strengthens the muscles in the anatomical center, or the “core” of your body. The core muscles are fundamental because they encase and stabilize the vertebral bodies surrounding the spinal cord. The core muscles also connect to the muscles in the

pelvic floor, and a strong core is essential for strong pelvic muscles.

Many problems involving muscles and joints are related to underdeveloped and unbalanced core muscles.

The Core Program is a simple fitness routine that works regardless of age, shape or starting point. It takes just 15 minutes per day, five days per week, and it can change your life.

### What a strong Core can do for you:

- Stop everyday aches and pains
- Build strength
- Graceful easy stride
- Stabilize joints and end joint stiffness
- Build bone mass
- Enhance energy
- Relax for a good night’s sleep
- Help with headaches, nausea and motion sickness

## Interesting Websites

### What Determines Health

[http://www.hc-sc.gc.ca/hppb/phdd/determinants/index.html#health\\_stat](http://www.hc-sc.gc.ca/hppb/phdd/determinants/index.html#health_stat)

[www.healthpromotion.act.gov.au/](http://www.healthpromotion.act.gov.au/)

### Consumer Health Information Service

[www.tpl.toronto.on.ca/uni\\_chi\\_index.jsp](http://www.tpl.toronto.on.ca/uni_chi_index.jsp)

### Heart Health Resource Centre

[www.hhrc.net/](http://www.hhrc.net/)

### National Clearinghouse on Tobacco and Health

[www.ncth.ca/NCTHweb.nsf](http://www.ncth.ca/NCTHweb.nsf)

### Ontario Healthy Communities coalition

[www.healthycommunities.on.ca/](http://www.healthycommunities.on.ca/)

### Ontario Prevention Clearinghouse

[www.opc.on.ca](http://www.opc.on.ca)

### Smoking and Health Action Foundation

[www.nsra-adnf.ca/](http://www.nsra-adnf.ca/)

### The Health Communication Unit

[www.thcu.ca](http://www.thcu.ca)

### Evaluating Health Impact Assessment

This publication provides information for practitioners involved in planning, leading or supporting an evaluation of health impact assessments (HIAs). It is one of a series of HIA Learning from Practice bulletins.

[www.hda.nhs.uk/documents/evaluating\\_health\\_impact\\_assmt.pdf](http://www.hda.nhs.uk/documents/evaluating_health_impact_assmt.pdf)

### Influencing the decision-making process through health impact assessment

[www.hda.nhs.uk/documents/decision\\_making\\_hia.pdf](http://www.hda.nhs.uk/documents/decision_making_hia.pdf)

### Ethnic Language materials

Health Information East London provide a wide range of health promoting materials in a variety of ethnic languages

[www.thpct.nhs.uk/hiel/resourceproduction/Factsheets/index.html](http://www.thpct.nhs.uk/hiel/resourceproduction/Factsheets/index.html)

A further site containing materials in ethnic languages

[www.immunisation.org.uk/immtranslations.html](http://www.immunisation.org.uk/immtranslations.html)

## P.O.W.E.R. Surfers Patients Online For Well-Being, Education and Research

A partnership was established in 1998 between Windsor Regional Cancer Centre, Hotel-Dieu Grace Hospital and the Windsor Public Library to create an internet resource site to assist cancer patients. The partnership now includes Windsor Regional Hospital. A team of health care professionals selected appropriate websites which included both Canadian and International content. The objectives of the website are to:

- provide access to reliable, credible consumer health information and give support for patients, caregivers and health care professionals
- empower patients through information
- establish community partnerships locally, provincially and nationally

P.O.W.E.R. Surfers patients and their families have expressed how this project has given them hope, support, and a feeling of active participation. One patient was particularly gratified to find support by contacting others with the same rare disease she had, through a support website, within P.O.W.E.R. Surfers Links. She went from feeling isolated to feeling connected and supported by others—empowered!

Access to the website is made available to patients without internet through the Library, Cancer Centre and the hospitals. There are 18 different websites (e.g., Men's Health, Infectious Diseases, Wellness). See [www.powersurfers.com](http://www.powersurfers.com) and [www.city.windsor.on.ca/wpl/power](http://www.city.windsor.on.ca/wpl/power)

## Healthy Lifestyle Resource Guide

The Together 4 Health of Waterloo Region developed a resource guide to Healthy Eating, Smoke-Free Living, Physical Activity and Stress Management programs and services for Waterloo Region. For information contact [bshelley@region.waterloo.on.ca](mailto:bshelley@region.waterloo.on.ca)

## Australian Health Promotion Update

The newsletter of the Australian Health Promotion Association has a bi-monthly publication. It is very informative with information applicable to those beyond. The newsletter can be accessed via [www.healthpromotion.org.au](http://www.healthpromotion.org.au)



## Kitchener Public Library, HealthLink

HealthLink is a service provided by the Kitchener Public Library to help people find current, reliable information related to health. HealthLink provides consumer health and medical resources representing both traditional and alternative viewpoints.

For more information see [www.kpl.org](http://www.kpl.org) or telephone (519) 743-7502.

## The 18th World Conference on Health Promotion and Health Education

This conference will look at the broad spectrum of health promotion and health education with each of the four days focusing on a different theme: valuing diversity, reshaping power: exploring pathways for health and well-being. It will be held in Melbourne, Australia April 26 to 30, 2004. Website: [www.Health2004.com.au](http://www.Health2004.com.au)

## Cross Currents

The Journal of Addiction and Mental Health is quarterly published to inform professionals on the latest developments in the addiction and mental health fields. The Summer 2003 Vol. 6, No. 4 edition had a major health promotion perspective looking at such topics as:

- Health promotion enhances work of mental health and addiction practitioners
- Organizational commitment promotes staff well being
- Healthy aging
- Smoking out psychiatric institutions
- Common questions about health promotion with multi-ethnic populations

For further information contact A. Llerenas at (416) 595-6667 or email: [arturo\\_llerenas@camh.net](mailto:arturo_llerenas@camh.net)

## Proceedings of 11th International Conference on Health Promoting Hospitals, 2003

The Virtual Proceedings of the 11th International Conference on Health Promoting Hospitals (Florence, Italy, May 18 – 20, 2003) are now online at [www.univie.ac.at/hph/florence2003/html/proceedings.htm](http://www.univie.ac.at/hph/florence2003/html/proceedings.htm).

### Promoting Health In Your Hospital (video)

*This 12 minute video shows what health promotion looks like in a hospital setting. It examines questions such as what are the benefits? How do you get started? Why should you do it? How do you do it? What does the future hold?*

*The video can help the viewer find the answer to these questions and how to integrate health promotion into the healthcare service you provide now.*

*To order, send a cheque for \$29.00 (Canadian funds), made out to the Grand River Hospital, c/o Ted Mavor, P.O. Box 9056, 835 King St. W., Kitchener, ON N2G 1G3.*

*For further information, contact Ted Mavor at (519) 749-4300 ext 2375 or email [ted\\_mavor@grhosp.on.ca](mailto:ted_mavor@grhosp.on.ca).*



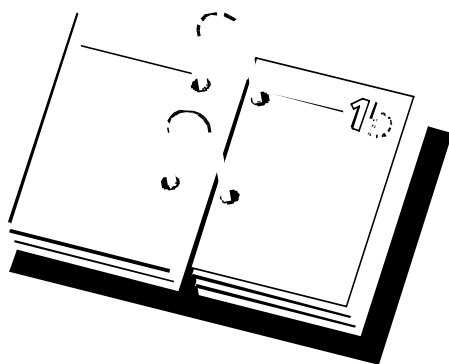
Visit Grand River Hospital's new web page!

#### See Health Promotion:

- Upcoming Events
- **Health Promotion Exchange** newsletter
- **Opening the Door** multicultural newsletter
- Promoting Health in your hospital
- Hospital Health Promotion network

<http://www.grandriverhospital.on.ca>

## Mark your calendar



### October 22, 2003

#### Breast Health: Be Aware, Be Proactive and Get the Facts

6:00 - 8:30 pm

Kitchener Public Library

This event will include a breast self-examination demonstration and a Breast Health presentation by Dr. Paul Ferner and Sheila Densham.

For more information, call Linda (519) 886-8888.

### November 10, 2003

#### Ovarian Cancer: What Every Woman Should Know

7:00 - 8:45 pm

Kitchener Public Library

This event will review differences between hereditary and non-hereditary ovarian cancer, preventive options and "Listen to the Whispers".

For information call (519) 749-4300, ext. 2252.

### November 17, 2003

#### Ten Steps to Healthy Eating

5:30 - 8:45 pm

Kitchener Public Library

There will be book signing and presentation by author and nutrition consultant Leslie Beck, R.D.

For more information, call (519) 749-4300, ext. 2252.

### November 18 - 19, 2003

#### "Communication for Health"

Cabra Castle, Co. Cavan, Ireland

1st All Ireland Conference on Health Promoting Hospital/Health Service  
email address: conference@ihph.ie

### November 25 & 26, 2003

#### Managing the Communication Campaign Development Process

Oakham House

63 Gould Street

Toronto, Ontario

To contact: [www.thcu.ca/](http://www.thcu.ca/)

### November 29, 2003

Community Health Fair will be held at St. Peter's Lutheran Church, Queen Street, Kitchener from 9:00am

- 1:00pm. Health professionals will conduct three health seminars (spirituality and health care, massage therapy, and Alzheimers), displays and exhibits. It is free to the public.

Contact Rosalind (519) 745-4705

### April 26, 26 to 30, 2004

#### XVIIIth World Conference on Health Promotion and Health Education

Melbourne, Australia

This conference will provide 'state of the art' information on various health areas, health promotion, methodologies, population groups and settings.

Contact:

[schaplin@vhp2k.vichealth.vic.gov.au](mailto:schaplin@vhp2k.vichealth.vic.gov.au)

### May 26 to 28, 2004

#### 12th International Conference on Health Promoting Hospitals

Moscow, Russian Federation

For information:

[www.univie.ac.at/hph/moscow2004/](http://www.univie.ac.at/hph/moscow2004/)

## WANTED !! YOUR INFORMATION IS NEEDED

DO YOU OR YOUR ORGANIZATION HAVE UPCOMING EVENTS THAT YOU WOULD LIKE TO PROMOTE IN THE "HEALTH PROMOTION EXCHANGE"?

THE NEXT EDITION WILL  
BE JUNE 2004

Please send your information to:

TED MAVOR  
C/O K-W HEALTH CENTRE  
P.O. BOX 9056  
KITCHENER, ON N2G 1G3  
OR FAX TO:

TED MAVOR AT (519) 749-4255

Articles are welcome additions to the newsletter —if you would like to submit an article about Health Promotion, or if you would like to know more about funding this publication, please contact Ted Mavor at (519) 749-4300 ext. 2375.  
email: [ted\\_mavor@grhosp.on.ca](mailto:ted_mavor@grhosp.on.ca)

## Organizing Committee

### Members

#### Marilee Garner, B.Sc., O.T.

*Client Services Manager  
Perth County Community Care  
Access Centre*

#### Olga W. Malott, Ph.D.

*Consultant to Long Term Care  
Waterloo, Ontario*

#### Ted Mavor, MSW, RSW

*Committee Chair  
Coordinator of Health Promotion  
Professional Leader, Social Work  
Grand River Hospital*

#### Don Stewart, B.ASC, M.D.

*Member of the Waterloo Region  
Health Promotion Interest Group*

The organizing committee assumes no responsibility for opinions, claims, representations and statements made by the contributing writers.