

Baycrest Matters

A bi-weekly update for Baycrest staff, families and clients

JANUARY 23, 2008 VOLUME 4, NO. 2

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Baycrest Matters is published 25 times a year.

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www.baycrest.org

Baycrest is fully affiliated with the University of Toronto.

The 2007 Alfred and Helen Krieser Family Award

At a reception held on January 9, The Alfred & Helen Krieser Family Award was presented to **Lynda Dunal**, Senior Occupational Therapist and Coordinator of Outcomes and Evaluation, and **Jane Van Toen**, Infection Prevention and Control Coordinator.

Through the generosity of the Krieser family, the annual Alfred & Helen Krieser Family Award is

available to provide these staff with the opportunity to attend a workshop, conference or seminar in a subject related to their work or future career path.

Lynda will use the funds to attend the annual Canadian Association of Occupational Therapists conference to be held in Whitehorse, YT from June 12-14, 2008. Jane will use the funds to attend the 2008 National

Education Conference of the Canadian Community and Hospital Infection Control Association, to be held in Montreal, QC May 29-June 5, 2008.

The Department of Organizational Effectiveness and Baycrest Foundation would like to thank all of the applicants for their efforts and encourage all clinical staff to consider this opportunity next year.



Director of Organizational Effectiveness **Pat Howard** (centre) presents the Krieser Family Award to recipients **Lynda Dunal** (left) and **Jane Van Toen** (right).

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Pilot project implements guidelines for mental health care in the Apotex

As Canadians age, it is evident that an emerging area of focus in health care is mental health. At Baycrest, an inter-professional team realizes that this is already a burning issue here and beyond - current data on seniors living in the community show that between two to four percent suffer from serious clinical depression, but if all persons with depressive symptoms were included, the rate rises to between 10 and 15 percent. What is even more alarming is that the incidence of depression in seniors in long term care settings is three to four times higher than the general population. A new pilot project states that this issue needs attention now, and supports Baycrest as leader in the delivery of mental health services in the elderly.

Funded by the Canadian Coalition for Seniors Mental Health, the pilot project is taking place in three Apotex neighbourhoods (Apotex 6 RF, Apotex 3 GS and RF). The project is based on the National Guidelines for Seniors Mental Health, published by the Canadian Coalition for Seniors' Mental Health (CCSMH) in 2006.

Four different sets of guidelines pertain to: The Assessment and Treatment of Depression; The Assessment and Treatment of Delirium, The Assessment of Suicide Risk and Prevention of Suicide, The Assessment and Treatment of Mental Health Issues in Long Term Care



The Apotex Centre

Homes; Focus on Mood and Behaviour Symptoms.

The project will examine the best way to implement these guidelines in a long-term care setting. The project will focus on strategies for implementing selected recommendations that impact on assessing and treating mood and behavioural symptoms in residents and will then evaluate how effective those strategies are. Overall, more than 50 percent of residents in long-term care facilities suffer from some form of dementia. Mood and behavioural symptoms associated with Alzheimer's disease and related dementias include verbal, physical and sexual aggression, agitation and insomnia. Social environment and psycho-social interventions that sustain resident's capabilities will also be examined.

A collaborative effort, the pilot project relies on the participation of residents, family members and staff (including dietitians, family physicians, personal support workers, pharmacists, psychiatrists, registered nurses, registered practical nurses, clinical nurse specialists, social workers and therapeutic recreationists).

"We firmly believe that this program will positively impact quality of life. It is both a client and staff-centred initiative in how mental health care is delivered - it will offer more choice in delivery of care," explains **Dr. Maria Huijbregts**, Director, Clinical Evaluation, and co-chair of the Seniors Mental Health Guideline Implementation working group, together with **Dr. Sid Feldman**, Head, Department of Family and Community Medicine. "Good mental health is just as important as physical health for individuals in long term care. This project will help to define best practices in mental health, which in turn, will provide more complete care for the person overall," adds Dr. Feldman.

The project committee is now in the process of gathering feedback from residents, families and staff. Interviews were held with residents and family members in both small group settings and one-to-one discussions to hear the residents' perspective on care that supports their mental health and well-being, as well as their experiences and suggestions.

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Pilot Project.....Continued from page 2.

Although staff strive to meet the mental health needs for residents and their families, they recognize that there is room for improvement. True and meaningful participation of all involved staff is critical, and over the month of January, six focus groups were held to hear from staff the clinical realities, their own recommendations and to ensure that the findings from these focus groups are used to guide the implementation of recommendations that are more relevant to 'real life' daily clinical practice. All participating staff then have the opportunity to contribute to: a critical review of the situation or problem; planning, taking action, observation and reflection. In a continuous process, the observation and reflection stages provide the information for future planning.

Baycrest is one of the only environments recognized nationally to begin a pilot project

of this nature, and received a grant for this project from the 2007-2008 Interprofessional Care/ Education fund from HealthForce Ontario. This grant will allow the group to hire an inter-professional team coach and project coordinator to help move this project forward.

As a participatory action research project that draws upon three out of four "pillars" of Baycrest - care, research and education - the project focuses on the team effort and fits well with the organization's shift to a program management model. Baycrest also works closely with the Toronto Central Local Health Integration Network (LHIN), which has identified 'Seniors' and 'Mental Health' as priority service areas - clearly, the topic of senior mental health is one of importance beyond Baycrest.

The working group includes: **Dr. Sid Feldman**, Head, Department of Family and Community Medicine, **Dr. Maria**

Huijbregts, Director, Clinical Evaluation, **Dr. David Conn**, Vice President, Interim, Medical Services, and co-chair of the Canadian Coalition for Seniors Mental Health, **Lynda Dunal**, senior occupational therapist, **Ruth Goodman**, senior social worker, **Pat Howard**, Director, Organizational Effectiveness, **Judith Thompson**, nurse manager, **Penelope Minor**, nurse manager, **Lucy Cabico**, clinical nurse specialist/nurse practitioner, **Kelsey Simmons**, Social Work Scientist, Kunitz-Lunenfeld Applied Research Unit, **Nancy Shepherd**, research assistant, **Mary Boudart**, clinical coach, **Kimberly Wilson**, social worker, Canadian Coalition for Seniors' Mental Health, **Leenah Walsh**, student, Family and Community Medicine, **Joanna Szewczyk**, Administrative Secretary, and **Phoun Bounsong-Hughes**, secretary, Department of Family and Community Medicine.

The guidelines can be accessed online at:

<http://www.ccsmh.ca/en/natlGuidelines/natlGuidelinesInit.cfm>

Apotex Residents, Families, Private Companions, Staff, and Volunteers are invited to attend:

"Eat, Drink and Be Healthy"

An educational session about enjoying your meals in a healthy and safe way.

Jane Van Toen - Infection Prevention and Control Coordinator and Eudice Rotfarb - Co-ordinator of EATING Assistance Program will provide some tips on safe eating techniques while maintaining standards of infection prevention and control.

Date:
Wednesday, January 30, 2008

Time:
10:00 a.m. - 10:30 a.m.
OR
3:00 p.m. - 3:30 p.m.

Place:
Posluns Auditorium (located on the 2nd floor of the Posluns Building)

* This event is free of charge
* Refreshments will be served

Worth Repeating: Here is the latest edition of Bill's Journal

January 11, 2008

Dr. William E. Reichman, Baycrest President and CEO

One of the most commonly asked questions I am asked as I meet with people and stop to chat in the halls relates to when we will begin the implementation of our new organizational model. In fact, that journey started December 12, the day we unveiled the overall direction. And since that time a great deal of discussion and work has been taking place—including Executive and Leadership day-long retreats in December, in addition to on-going post retreat work with many people providing input to every level of detail. The level of engagement in both asking questions, identifying what needs to be done, and helping to get changes in progress has been tremendous and speaks to our organization-wide commitment to moving Baycrest forward in a very positive direction.

The Executive Team will be dedicating a large portion of our weekly meetings to discussion around the implementation plan for the next several weeks. We are developing a corporate road map for what needs to be determined prior to "Day 1" of the program management model and what can be worked out after the first days of implementation. Each Program and Department will also be asked to

develop with their VPs the details of implementation for their areas.

What is critical at the outset is that everyone understands our new structure, who is in what role and what are the associated responsibilities and accountabilities.

This new model obviously means significant changes for many people with revisions to several overall portfolios and many reporting relationships. As you know, a few individuals have opted, for personal reasons, to not pursue opportunities offered within the new structure. We are in a very privileged position to have such a strong team ready and able to step up and embrace the new opportunities within our new, more interdisciplinary approach.

Soon we will have a new section on the Intranet called "Organizational Approach" which will be home to all the documents associated with our new organizational structure including the organizational charts and who is occupying which position, a map of our implementation plan and other support materials.

As you know, one of the critical new senior leadership positions responsible for all client care and residential services is the Vice President of Clinical

and Residential Programs. One of our Board members, Bonnie Freedman, Chair of our Program and Quality committee has agreed to lead the search committee for this position. I am inviting representatives of our clients and our volunteers to serve on this committee. We are now in the process of engaging a search firm. As well, the search processes continue for a new Chief of Psychiatry, Chief of Medicine and VP, Medical Services.

The other critical question on everyone's mind is the timing for Day 1—the day everyone transfers formally into the new model with new titles and reporting relationships. At this point we are looking for Day 1 to be sometime at the beginning of February. We should have the exact date to announce to you next week. We know that not everything will be in place on Day 1 as this is a journey but, we will ensure everyone knows what is going to happen and when. We will use all available communication strategies and I will need your input as to whether they are doing the job. Please let me know if the weekly emails, town hall and other meetings, web-based materials and other means are helping to keep everyone adequately enough informed. Ongoing com-

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Staff and client changes on 7 East

Baycrest, like most health care organizations, continues to face challenges because of the on-going shortage of registered nurses. As a result, for some time now, we have not been able to operate at full capacity in the Hospital.

Given this on-going reality, a strategy has been developed to consolidate staff and clients onto four Complex Continuing Care units rather than having clients and staff spread thinly across five units. The objective of this strategy is to consolidate valued and scarce staffing resources in order to improve

on care delivery and quality of work life for nurses. As a result, 7 East clients will be moved to other units as we are able to provide adequate staffing levels on those units to accommodate them. Staff are all being provided with the opportunity to remain in other positions throughout Baycrest.

While all of the details including the timing are yet to be worked out, what is for sure is that the client moves will follow the same process and principles used during Renewal.

"This is a difficult situation and we acknowledge that it affects not only the

staff members of 7 East but all of Baycrest. We are working at how to be the most sensitive as well as efficient with the staffing resources that are currently available to us. As we continue to recruit nursing staff, we intend to re-evaluate the decision to consolidate 7 East," says **Joy Richards**, Vice President, Nursing.

Bill's Journal....Continued from page 4

munication is a very high priority.

In addition to planning for the implementation of our new program management model, we have been hard at work taking a fresh look at our committee structure at Baycrest. We have both standing committees and ad hoc committees that consume a lot of staff time. We need to make sure that we have the right committees with the right membership and a clear sense of purpose for their work. Finally, we have now started to take a good look at all of the specific information from our Listening Tour, External Reviews, Accreditation self-assessment and Client Satisfaction survey. This information provides us with a great

opportunity to prioritize and get to work on areas of our functioning that are in need of improvement. We will be sharing the details of this in the coming weeks with all staff.

I hope that many of you were able to take some quality time off with your families and friends during the holiday season and relax and rejuvenate. For those of you who were at work during most of this period, thank you for your dedication. I had the opportunity to speak to several of you on Christmas and Boxing days when I was also around.

Finally, on January 31, I am holding my first monthly Lunch and Listen session with ten randomly selected people from

throughout Baycrest. The invitations are just going out now. I am sure these monthly get togethers will be as informative as the Listening Tours were during my first 100 days and will certainly help me to understand how we are doing in terms of moving Baycrest forward. I look forward to a new year in which together we will continue to do even more wonderful work on behalf of all of our clients and their families here on Bathurst Street with an impact that is felt around the world.

Bill

<http://intranet/ceo/>

Mayo Clinic expert speaking at Baycrest

The Environment of Care for Alzheimer's
January 28th, 2008, 12:00 to 1:00 pm
 Classrooms A,B,C (second floor Hospital)



Baycrest is pleased to welcome Dr. Eric Tangalos as a guest lecturer on January 28th. As one of Mayo Clinic's a specialist in internal medicine and geriatrics at Mayo Clinic, Rochester, Minn., and a researcher with Mayo Clinic's Alzheimer's Disease Research Center, and as Course Chair, Geriatric Medicine Elective, Mayo Medical School, Dr. Tangalos has trained and mentored several of the world's future geriatricians. All staff are invited to hear him in person as he speaks about **The Environment of Care for Alzheimer's**.

What will be presented in this lecture:
 The domains of cognition, function and behavior can characterize patients with Alzheimer's disease as they progress and can be useful markers to judge our interventions. As our understanding of disease improves, this triad of characteristics also defines care and quality of care. Drug therapy for symptomatic treatment should be employed for early cognitive decline and additional therapies should be entertained for progressive deterioration in

function and behavior. Improving caregiver burden and impacting time to transfer to a higher level of care are new goals for ongoing drug trials. Efforts to improve function, modify medical and social boundaries and increase assistance where needed benefit the patient and the caregiver. Our ability to address the environment early in the care of patients with dementia may improve quality of life and provide for more cost effective and successful disease management.

A WORKSHOP FOR ALL STAFF

COMMUNICATION SKILLS: Giving & Receiving Feedback

Thursday, February 14, 2008
 0930 - 1200 hr
 Hospital Classrooms ABC

Facilitated by Glennie Mercer,
 Organizational Development
 Consultant,
 Glennie Mercer & Associates

This 2.5 hour workshop is designed to equip you with tips and techniques to enhance your communication skills related to: giving and receiving feedback, non-verbal communication and active listening.

Highlights:

- Learn the basic principles of giving both positive and critical feedback so others can hear it
- Improve your "active" listening skills
- Learn and practice using the "DESC" script, so you are well prepared to deliver effective feedback

To register for this session, please complete the **Organizational Effectiveness Registration Form** available on the Intranet and from the Organizational Effectiveness Department and submit no later than February 7th.

If you have any questions about registration, please contact **Ursula Zamora** at ext. 2365

Believe, Belong, Become

Therapeutic Recreation Awareness Week 2008

Monday, February 4th to Friday, February 8th

Join Baycrest's therapeutic recreationists at Therapeutic Recreation Awareness Week special events to experience first-hand in the essential role they play in the lives of Baycrest clients.

Therapeutic recreation professionals play a valuable role in facilitating a sense of well-being for individuals with physical, cognitive, emotional, and/or social limitations.

The services provided ensure that clients maintain or improve their current skills and knowledge which will allow them to be as independent as possible, to enjoy their leisure optimally and to participate as fully as possible in society.

The theme "Believe, Belong, Become" recognizes that a person's ability to perform activities and to access resources will enable him or her to pursue leisure interests that will lead to an overall sense of well-being and enhanced quality of life.

The Therapeutic Recreation Department would like to invite you to attend the following events:

TR Booth-Information table, display case, video presentation.
Monday, Wednesday and Friday
1st floor, in front of the Cafeteria

Wednesday, Feb. 6
Apotex Bake Sale
11:30- 1:00
1st floor, in front of the Cafeteria

Friday, Feb. 8
Flower Sale
11:30-1:30
1st floor, in front of the Cafeteria

All week: Creative Arts Store Sale - 15% Discount
Main Lobby, opposite WA Cafe

Baycrest Watch Award Recipients for 2007



The Baycrest Watch Award is presented in recognition of individuals whose actions have helped to protect the personal safety or property of others or the property of Baycrest, and possibly preventing a crime from happening. The program is a cooperative effort with the Metropolitan Toronto Police. The recipients of last year's award will be honoured at a luncheon next month.

Congratulations to the following Baycrest staff members who have helped keep Baycrest a safer place:

Tanya Aggett
(Physiotherapy)

Isaac Balabanian
(Physiotherapy)

Imelda Bautista
(Apotex 3 Nursing)

Nela Karagach
(Nursing-GPCS)

Dorota Neugebauer
(Food and Nutrition Services)

Christine Robertson
(Nursing Administration)

Goel Sabeti
(Food and Nutrition Services)

Sofiya Shapiro
(Food and Nutrition Services)

Saul Speisman
(W.A. Gift Shop)

Dr. Donald Stuss
(Research)

Nancy Webb
(Public Affairs)

Farewell

After eight years of service, **Jacqui Phillips**, Director, Information Management, has decided to leave Baycrest to pursue other opportunities. We will miss Jacqui both personally, as well as, professionally given her expertise and management ability.

Since arriving at Baycrest, Jacqui has built a strong and effective information management team. Her other accomplishments include stabilizing the IT infrastructure, implementing BOLD, POM, and the HRIS system.

Jacqui's last day will be February 1. A search for Jacqui's replacement is underway. In the interim, please liaise directly with **Andrew Pigou**, **Conrado Miranda**, and **Wayne Harris**.

Thank you Jacqui for your contributions to Baycrest.

Congratulations

Congratulations to **Melissa Ziraldo**, coordinator, Division of Neurology, and Brain Health Centre Clinics, and her husband Mark Marchewka, who celebrated the New Year with their new baby boy! Jacob Michael Marchewka was born on December 31, and the proud parents are enjoying their bundle of joy.



Thank you

A very special thank you from **Mara Swartz**, recreation therapist, and her family, to all her friends and colleagues at Baycrest, who provided much needed support, listening and guidance during her father's Shiva.

Correction

In the last issue of Baycrest Matters, in the profile of physiotherapist **Daniel Galessiere**, we said that Daniel worked at Baycrest while studying for his Master's degree in Physiotherapy. Please note that Daniel joined Baycrest upon receiving his degree. We also spelled both Daniel's and Baycrest Hospital patient Jean Weisbrod's names wrong in the photo caption. Our sincere apologies to both Daniel and Jean.

Condolences

Our sincere condolences go to **Raffy Reyes**, web developer, Information Management, Web Services, whose mother passed away on January 14 in the Philippines. Our thoughts are with you at this difficult time.

Blast from the past!



Can you guess which Baycrest staff member this is? This photo was taken approximately 30 years ago and the answer will be revealed in the next issue of Baycrest Matters. The only hint you get is that she works somewhere in the Apotex.

If you would like to reveal what you once looked like (as an adorable baby, dressed in bell bottoms or a mini skirt, 30 pounds thinner or with hair), then dust off those old photos and send them to **Joan Mortimer**, editor, Baycrest Matters at mortimerj@baycrest.org

No, it's not **Victor Oliveira** and it's not **Neil Shepherd**. It's not even **Dr. Fabio Varlese** as some of you thought. It is **Steve Cowan**, Print shop supervisor and graphics designer. Congratulations to all of you who guessed correctly.

