

Baycrest Matters

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

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Email submissions to: Joan Mortimer, Editor, mortimerj@baycrest.org or call 416-785-2500, ext. 2952

www.baycrest.org

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Your small steps lead to big achievements

So what are you doing this week? Will you help to arrange an education session for your team? Perhaps you will help a lost client get to his destination. Or maybe you will nominate a colleague for a recognition award. These are some of the initiatives happening across the organization as teams begin to roll out their efforts in moving Baycrest closer towards achieving excellence in staff engagement and client satisfaction - our two "Wildly Important Goals" (WIGs).

"While this process is about goal setting, the real focus is about achieving these goals, one small step at a time," explains **Joni Kent**, vice-president, Human Resources and Organizational Effectiveness. "The 4 Disciplines of Execution are a staff driven method which enables each person



Shelah Brooks, transportation secretary, Community Day Centre, adds a star to her team's scoreboard to mark the lead measure she worked on this week.

who works at Baycrest to contribute to the strategic plan, and informs them that it is not just a document written by senior management. This gives everyone ownership in making Baycrest a better place."

This is an approach that will be embedded into the

Baycrest culture, **Joni** adds. Once we have achieved the two identified WIGs of client satisfaction and employee Engagement - the foci of high-performing organizations - we will select the next goals related to our strategic plan that will help Baycrest go from good to

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great. While teams are all at different stages, there is already a sense of renewed energy across the organization as lead measures are coming to fruition and programs are sharing their ideas with one another.

The Organizational Effectiveness department has created lead measures for both WIGs that focus on excellent customer service behaviours. These behaviours include greeting staff and clients in a friendly manner, and engaging clients in a casual conversation. "Because our department does not directly provide care to Baycrest clients, one of our lead measures is to have a brief, two-minute chat with a client or family on a weekly basis. We might approach a resident or patient sitting by herself in the WA Café, and just ask how her day is going or if she needs anything, instead of walking past her," explains **Pat Howard**, director, Organizational Effectiveness. "I think most people appreciate that they are being acknowledged."

That feeling of acknowledgment is also carried into the lead measure of WOW moments - activities where a team member goes out of his/her way to help a colleague achieve a goal or complete a task, adds **Gary Rosborough**, manager, Organizational Effectiveness: "As each OE team member commits to providing one WOW moment each week, we will be finding more ways to help each other reach our goals."

The Community Day Centre for Seniors, which provides social, recreational and educational activities for older adults who live in the community, also chose WOW moments as one of their lead measures related to employee engagement. Program director **Faith Malach** notes that this is a straight-forward one for her team to achieve: "In many ways we already achieve this but when it is considered part of the whirlwind, it gets lost. What our team likes is the accountability and commitment of this process. It makes you think of your actions and how you can make a direct impact on the rest of your team and our shared goals."

Faith adds that one of the challenges in her community program is that clients' social, emotional and health needs are complex and it is important that, just like clients in acute and long-term care, they each have personal goals which can be monitored over time.

As a result, the Community Day Centre chose two lead measures to help members set goals related to their own well-being: providing members with a formal care plan that highlights their own goals related to mental health, health promotion, care or socialization within one month of admission; and providing all members with a progress update on their goals every six months. The team is already seeing the impact of these measures on their members. "Through this process, you may be the guiding

force to help someone who has been isolated in the community to make a new friend, or by putting them in touch with a nurse to help them self-manage their diabetes," she says. **BM**

Baycrest's Wildly Important Goals(WIGs):

- Improve Baycrest Client Satisfaction score from baseline by five percent by March 2011
- Increase the number of employees that would recommend Baycrest as a preferred place to work from 76 percent to 80 percent by March 2011.

From survey to action

The results are in from last November's Engagement Survey, and as the 4 Disciplines of Execution are implemented at Baycrest, the timing couldn't be better. As all staff members work on their team lead measures and think of how their own individual contribution can help us achieve our Wildly Important Goals of client satisfaction and employee engagement, the survey findings will help everyone form their action plans. These plans aim to improve the work environment in both their own areas and across the organization, and to provide better service delivery to Baycrest clients.

Revealing the survey results won't change teams' course of action as they work towards their lead measures, but using this information from the survey may help them to create new ones as they complete the ones they are working on now.

On April 8, the results will be communicated to leaders at Managers' Forum and information

sessions for staff will be held the same day. After April 8, leaders will arrange meetings with their staff to discuss both the corporate and their own department's results and to begin action planning. The results and highlights of the survey will also be communicated in Baycrest Matters, on the intranet and in visual displays.

"Based on feedback we got from frontline staff members on the Quality of Worklife Committee, which supports a healthy work environment, we chose to roll out the results after the upcoming Passover and Easter holidays, so staff can focus on the holiday celebrations at Baycrest and at home," says **Margaret Cernigoj**, director, Occupational Health and Safety and committee chair.

One of Baycrest's strategic goals is being a workplace of choice and creating an environment that supports and encourages people to excel and achieve their personal best. The results will shed light on where we are doing

well in terms of creating a great work environment and where we have opportunities to grow.

The survey is a confidential, voluntary exercise to help gauge what affects people's ability to do their jobs well; how they determine quality of work life; if they would recommend Baycrest as a place to work; and what supports Baycrest can provide for a healthy work environment.

Thank you to everyone who completed the survey. In November 2009, over 1,000 participants completed the survey, resulting in a record-breaking response rate of 60 percent, up from 28 percent the previous year.



Stay tuned for more information.

Please join us for this Family Education Night:

A Question of Consent: What Substitute Decision Makers Need to Know

Thursday, April 15, 2010
7:00 p.m. - 8:30 p.m.
Loftus Hall

Baycrest lawyer **Paula Schipper** and social worker **Mona Munro** will tackle this weighty subject and help shed some light on crucial questions such as:

- * Why does Baycrest need a power of attorney document in the patient's chart?
- * How does power of attorney for personal care become activated?
- * Can an attorney for personal care determine who may visit their incapable parent?
- * Who makes the decision if several children have "joint and several" authority to make decisions under a power of attorney?
- * What happens if there is no power of attorney?

Nursing Education Scholarship Awards

Open to all registered nurses, registered practical nurses, and personal support workers.

Thanks to the generosity of Baycrest donors, nursing staff have the opportunity to apply to one of the following awards/scholarships to advance their nursing education and career:

The Jonas and Rose Glowinsky Nursing Scholarship: Presented annually to up to two registered nurses pursuing MN designation.

The Goldgrub Registered Practical Nurse Award: Presented annually to up to

three registered practical nurses pursuing RN designation, a certificate RPN pursuing diploma status, or PSW/HCA pursuing RPN designation.

The Maxwell A. and Fanny Levy Nursing Award: Presented annually to one registered nurse pursuing further skills and knowledge in the area of leadership.

The Jerry Solway Nursing Education Fund: Presented annually to one registered nurse or registered practical nurse pursuing BScN or MN designation, or, certification from the Canadian Nurses Association.

The Yetta Ungerman Nursing Scholarship: Presented annually to one registered nurse pursuing MN or PhD designation.

To apply, go to baycrest@work/Tools and Resources/Forms/Nursing Scholarships and Awards, or call Lysan Adams at 2771.

All completed applications must be submitted to the Nursing Administration Office by March 26, 2010.

WE NEED YOUR VOTES!

Strategic Plan Poster Contest:

What Will Baycrest Look Like in 2014?

Posters are finally revealed and on display behind the diorama.

Support your fellow staff members!
Vote on the poster you think best represents what Baycrest will look like in 2014.

Posters will remain on display until Thursday, March 25th.



Passover at Baycrest

Pesach, or Passover, is the oldest Jewish holiday which celebrates the beginning of the Jewish people. It was on Passover that the Israelites escaped from Egyptian slavery. During the week-long holiday (which begins the evening of Monday, March 29 and concludes Tuesday April 6 at 9:10 p.m.), Jews remember the power and importance of this event by eating special foods linked to the bitterness of slavery and the sweetness of freedom.

The highlight of Passover is the Seder, which is enriched with stories, food, and song. Seder means order, and a book called a Haggadah takes participants through the fifteen steps of the evening celebration that retells the story of how the Jews became a free people. Passover also celebrates spring.

During Passover, Jews do not eat or own any chametz, which means leaven (bread, cereal, cake, flour, rice, cookies, pasta and any food that contains grain or grain derivatives). Jews must also get rid of any food that is chametz. Jews traditionally eat matzah - flat, bumpy bread - during the week of Passover to remember that their ancestors didn't have time to let their bread dough rise before they fled Egypt.

Baycrest is home to Canada's largest kosher kitchen and produces **one million kosher meals a year** for Baycrest's hospital patients and nursing home residents, its cafeterias and community day centre, meals-on-

wheels program, and other hospitals whose patients have kosher requirements. During Passover, Baycrest will deliver meals to thousands of Jews throughout Ontario.

Passover programs will begin on Monday, March 22. Here are some of the Passover activities around the centre. Baycrest clients should speak with the therapeutic recreationist on their unit for more information.

The Baycrest Hospital Model Seder
 Friday, March 26
 Wortsman Hall.
 Doors open at 4:00 p.m.

Traditional Seder led by Cantor Marshall Loomer
 Monday, March 29
 Winter Garden Court
 Doors open at 6:00 p.m., start time is 7:30 p.m.

Apotex Centre Jewish Home for the Aged Family Passover Program & Dinner
 Thursday, April 1
 Winter Garden Court
 Doors open at 5:00 pm, start time is approximately 6:00 p.m.

This new program will provide a unique opportunity for clients and their families to celebrate and share in a dinner and discussion of Passover through the telling of stories and traditions and the singing of songs.

The schedule for synagogue services will be posted on the main floor at Baycrest.

Tickets for the Hospital Seder, the Traditional Seder and the Apotex Passover Program can be purchased in the Cashiers Office from Monday, March 8 to Monday, March 22.

Seder tickets cost \$45.00 for adults and \$27.00 for children over 12.

Apotex Passover Program tickets cost \$35.00 for adults and \$15.00 for children over 12.



A Passover Message

On Passover, the gathering of family and friends around the Seder table is a unique opportunity for intergenerational dialogue and discussion.

The story of the Exodus of the Jewish people comes to life in the songs, tastes, and unfolding details of the event. We are commanded to tell it as if we were experiencing it ourselves all the more to emphasize to our children that it is our story with both historical and contemporary applications.

Those who have reached their senior years may have a perspective on the Exodus story that they did not have when they were young parents. It is important that they now have that opportunity to share these perspectives with their adult children whom likewise have a different perspective on life having entered adulthood. In this manner the exodus story is constantly re-visited from multiple perspectives facilitating the transfer of our Jewish heritage from one generation to the next on an ongoing basis.

At Baycrest, we continue to tell the story of Passover through traditional and model Seders and family dinners, synagogue services and special programming.

The Culture & Heritage Department wishes everyone a happy, healthy and meaningful Passover and Seders of inspired storytelling!

Summer Youth Volunteers ready to serve you!

Can your team use an extra pair of hands over the summer months? Do you want to bring some youthful perspective to your program? The Volunteer Services Department at Baycrest is now accepting requisitions for summer youth volunteers.

Client care, medical administration, EATing assistance, recreation therapy, physiotherapy, occupational therapy, dentistry, social work,

geriatric medicine, family medicine are just some of the areas for potential volunteers. These highly motivated students come from local high schools, universities and colleges and beyond.

To explore the benefits of youth volunteers in your area and to complete the requisition, go to: baycrest@work/tools&resources/forms/volunteerservices

“One of a Kind” Terrace/Wagman Centre Creative Arts Sale

All crafts are lovingly hand-made by our members

Special prices for the upcoming holidays

Tuesday March 23 & Wednesday, March 24
10:00 am - 3:00 pm
Baycrest, Khedive Entrance (in front of the Cafeteria)

Raffle!

\$2 for one ticket,
\$5 for three tickets

Healthy dose of laughter is what the clown doctors order

On March 1, Baycrest hosted an inspiring one-day conference on the practice, theory and benefits of using humor and clown work with seniors.

Over 120 people attended, including Baycrest staff from different disciplines and professional ‘therapeutic clowns’ from the community. Guest speakers included Drs. Peter Spitzer (Australia), Bernie Warren and Pia Kontos (Canada) and Atay Citron (Israel). Morning presentations were followed by afternoon workshops.

Preliminary research on this unconventional therapy has identified both physiological and psychological benefits. Doses of laughter can help relieve fear and stress and foster social connectedness. There is emerging appreciation by hospitals and long term care facilities that this intervention can make a positive contribution to a client’s quality of life.

Dr. Spitzer, medical director and co-founder of the Humor Foundation and Clown Doctor Program in Australia is one of the primary investigators in a multi-site study, currently being conducted in nursing homes, evaluating whether humour therapy improves senior residents’ quality of life, mood, and behavior and reduces staff turnover.

Bianca Stern, director, Culture and Heritage at Baycrest, said it’s important for an organization like Baycrest to explore the role of the creative and expressive arts in contributing to the health and wellbeing of our seniors. Conferences such as this one offers opportunities to hear the experts, engage in discussions, and share best practices.

The conference at Baycrest was part of an internationally themed week of Clowning, Laughter and Health Care. It was made possible in partnership with the Miles Nadal Jewish Community Centre, the

Canada-Israel Cultural Foundation, the Consulate General of Israel in Toronto, the Sharan Foundation and The Hospital for Sick Children. **BM**

Baycrest’s therapeutic clown

Sunflower is here every Tuesday to visit with clients in the Apotex and Baycrest Hospital. With her “bubbie and zaidie” (Yiddish for grandmother and grandfather) puppets, Sunflower uses spontaneous humor, improvisational play, and reminiscence to connect with Baycrest clients, reduce their feelings of stress and lift their spirits.

The therapeutic clown program at Baycrest began as a pilot project last summer and is supported by Therapeutic Recreation and Culture and Heritage.



**W.A. GIFT SHOP
STORE WIDE CLEARANCE
YEAR-END INVENTORY
SALE**

All Sales Final

Until End of March

30% off most merchandise*
50% of selected items

*Exceptions: underwear, greeting cards, lottery, TTC, hosiery, sundry items and stamps. No gift wrapping or boxes available.

Announcements

Congratulations to **Mary McDiarmid**, manager, Baycrest Library Services, who received the Ontario Health Libraries Association (OHLA) Outstanding Achievement Award for her significant contribution to the advancement of health libraries and the library profession in Ontario. Mary was recognized at the Ontario Library Association Superconference in February for her achievements which include: scholarly publications; leadership in launching new continuing education opportunities for OHLA members via videoconferencing; the implementation of provincial licensing of selected key health sciences journals which resulted in savings for all member institutions; and advocating for the funding of key health databases for health care workers in Ontario the establishment of new partnerships for OHLA.

Library Learning Sessions

Literature Searching with OvidSP

Tuesday, March 23, 2010
1:00 - 2:30
Computer Training Room, Room BE06, Basement

This 90-minute session covers basic techniques in searching Medline using the Ovid interface. Open to all Baycrest staff members or students on placement/rotation. You will learn to:

- formulate a search strategy
- perform subject and text word searches
- combine search statements
- view, print, download and email citations
- obtain full-text when available

EndNote

Thursday, March 25, 2010
11:00 - 12:00
Computer Training Room, Room BE06, Basement

Planning on writing an article? Learn the basics of Endnote, a desktop bibliographic software program available by site license for Baycrest staff. The 60-minute session covers:

- downloading citations from databases
- manual input of citations
- methods for creating bibliographies
- inserting citations in a paper using Cite While You Write

Register for either session by:
E-mail: mmcdiarmid@baycrest.org
Phone: 2353 or just drop by.

Music Therapy Week: "Drum, Sing, Play" March 15 to 19

Visit our information booth outside the Cafeteria Monday to Thursday to learn more about how music enriches the quality of life of Baycrest clients. Play a musical game and enter a contest to win a prize.

Special events:

Music Therapy Community of Practice

Monday March 15, 3:30 to 4:45
Wortsman Hall

Hear a case presentation on music therapy and get involved in the interactive dialogue and collaboration by offering your insights and perspectives.

Music in The Winter Garden -
Grab a coffee at the WA Café and enjoy some beautiful music.

Wednesday, March 17 10:30 a.m. to 4:00p.m

10:30 - piano performances by Junko Shimomura and Li Yin

1:30 - Sing-along for Baycrest clients (including Yiddish songs performed by Apotex 2 residents

2:30 - performances by Ariel Blue, and Takako Fujioka (Rotman Research Institute scientist).

