

# 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](http://www.baycrest.org)

Baycrest is fully  
affiliated with the  
University of Toronto.

## The new strategic plan

**B**aycrest Matters met with **Dr. Bill Reichman**, Baycrest president and CEO, to learn about the new strategic plan. You can watch the interview online and read the strategic plan at [Baycrest@Work](mailto:Baycrest@Work). Here are some highlights from the interview:

### 1. What does the new strategic plan mean for Baycrest?

A strategic plan is a very important document and framework for setting priorities for an organization. It gives us direction in terms of how we are going to advance our clinical work, research and educational activities.

The strategic planning process gave us an opportunity to rearticulate our mission, our identity as an organization and what is important to us. It helps establish what our ambition is, our vision going forward and what we want our impact to be at the community, national and global level. Most critical is that we now know the goals we want to accomplish.

Our new strategic plan will further enhance our focus on integration of educational activities and research into the care we provide our clients day in and day out. That's very important for an academic health science centre to achieve.

We will now begin to concentrate on the journey of aging and what we can do as health care providers to assist people in staying well. Baycrest, for most of its decades of life, has focused on the end of the road, on institutionalized care. We won't shy away from that, but we also need to focus on how to keep people out of such settings and keep

### Baycrest Mission:

Baycrest is dedicated to achieving excellence in providing the best possible experience and care for the physical and mental wellbeing of people during their journey of aging.

We draw inspiration from the ethical and cultural values of the Judaic heritage which support our commitment to the art and science of healing and the preservation of human dignity throughout the lifespan.

### Baycrest Vision:

We will be the global leader in providing innovative and effective solutions to the challenges inherent in the process of aging through the integration of exemplary clinical care, education and scientific discovery.

them in their homes and communities so they age as gracefully as possible.

### 2. How will we be made accountable for our goals, and how do we measure the results?

For a strategic plan to be helpful we need to be clear about what we are trying to achieve, what our specific goals are, and

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Baycrest

Enriching Care  
Enhancing Knowledge  
Enlightening Minds

The new **strategic plan**...continued from page 4

when we are going to achieve them. In organizations that have done this successfully, everyone in the organization is aligned. People at every level of the organization need to know and understand the priorities. The executive team is now working on the framework for implementation and accountability that will soon be rolled out.

**3. You spoke about the journey of aging versus the destination. How does the strategic plan support this? What are some concrete examples?**

Emphasizing the journey of aging as well as the final destination of old age, means we want to do more to help prevent people from getting sick, be able to diagnose illness much earlier or figure out ways for people to stay well for as long as possible. There is a focus to keep people out of hospitals and nursing homes and keep them at home as long as possible. We will concentrate more on how to help people stay well for as long as possible. We will concentrate more on how to help people stay mentally and physically healthy as they age.

We need to pay attention to technological advances across the globe. There are technologies that

keep people at home for longer periods of time like devices that can monitor the health status of a person with blood pressure or diabetes in real time, so that if something goes awry, we don't have to wait for the person to end up in a hospital emergency room. Baycrest needs to develop web-based technologies to help clients at home communicate with health care providers, social workers, and others who can help manage their health.

**4. How do we plan to roll out the strategic plan?**

We will give this a lot of rigor and attention like what we did for accreditation preparation and other important initiatives at Baycrest. There will be a very comprehensive strategy to roll this out across the organization.

We have to start with the executive and board level and provide them with very clear goals and inform them about how we will achieve them. We will then roll this out and engage our directors, managers and front line staff in how the plan will be part of their day to day work at Baycrest.

We will keep everyone informed about how the strategic plan is

working. Strategic planning is not just something we do every three to five years. You don't only do it once - it is a continuous process we need to make part of our everyday work life. **BM**

## Strategic Goals

- Integrate care, research and education into the fabric of the organization
- Develop and provide highly specialized services in cognition and mental health
- Develop and provide innovative and exceptional interprofessional care for the aging population within the evolving health care system
- Empower and support the individual to self-direct their journey along the process of aging
- Develop and implement a sustainable business model
- Be a workplace of choice where our people can excel and achieve their personal best.

## Passover at Baycrest

**P**esach, 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 falls on the fifteenth of Nisan (which this year is Wednesday April 8), 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 retells the story of how the Jews became a free people. Besides celebrating the birth of the Jewish people, Passover celebrates spring.

**Continued on page 3**



# Baycrest remembers millions of lives lost

Yom Hashoah - Tuesday, April 21

**B**aycrest will join millions of people worldwide on Yom Hashoah, or Holocaust Remembrance Day to commemorate the six million Jewish lives lost in the Holocaust between 1933 and 1945. Baycrest provides care to over 400 Holocaust survivors who live at the Apotex Centre or Terraces of Baycrest, through its day programs, and Cafe Europa. All clients, families, caregivers and staff are invited to acknowledge the day at the Yom Hashoah Memorial Service at 1:30 in the Winter Garden Court.

Former Baycrest staff member Esther Fairbloom will be lighting a candle at the service for child survivors. Born in Poland in 1941, she never knew her parents, since they both died in the Holocaust when she was six months old. Esther's parents arranged for her to stay in an orphanage run by a convent while her older sister was hidden on a farm. "The nuns put their own lives in such great risk, caring for hidden children

like me," reflects Esther. "They would be killed instantly by the Nazis if it was ever discovered that they took in Jewish children." Although the nuns did their best to provide, there was little food and clean water, and many orphans suffered from poor health.

Miraculously, Esther was found by her uncle and aunt (who lost a child of their own in the Holocaust), and raised her as their own daughter, while other family members took her sister to Israel. Esther and her new family left Poland for Germany and then came to Canada in 1951 "without knowing a soul." Esther has always thought of her uncle and aunt as her father and mother. She bought a condo in the same building as her parents so she can be near them, and her mother is now a patient on 5 West, Baycrest Hospital.

After working in Admissions for 30 years, Esther is now retired, but she still comes to Baycrest almost every day to visit her mother. She is also a member of Family Council, Hospital,

and the Client Service Committee. "Baycrest is in my blood, it is such an important part of my life," says Esther. "I am very grateful that Baycrest holds the Yom Hashoah service each year so that the survivors and families they serve can remember all the people they lost with love and hope." **BM**

**Please join us for a special Yom Hashoah screening of Paper Clips: A Ride to Remember.**

This documentary film captures the journey of the Jewish Motorcycle Alliance and Yidden on Wheels to Whitewell, Tennessee, where students gained worldwide attention with a monument to Holocaust survivors.

**Loftus Hall  
Monday, April 20 12:00 to 1:00 p.m.  
and Tuesday, April 21, 11:00 a.m. to 12:00 p.m.**

## Passover at Baycrest...continued from page 4

During Passover, Jews are not to eat or own any chametz, which means leaven (which is 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. Scrubbing the kitchen and putting our special dishes are part of making the house ready for Passover.

Any food brought into the clean kitchen must be kosher for Passover, and 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. Matzah was the plain, humble

food of slaves, but it also recalls the great moment of freedom.

As many of us spend the next few days scrupulously cleaning, shopping for specialty food items and cooking dishes for Passover, none of our own undertakings can even compare to the preparation at Baycrest. 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. This week, Baycrest will deliver Passover meals to thousands

of Jews throughout Ontario.

The preparations actually begin six months in advance with menu planning, committee meetings, and hiring and training new staff. Then in the weeks leading up to the official start of Passover the kitchen is "ground zero" and is a beehive of activity. Cleaning activities swing into high gear - about 1,900 hours in total. Overseen by *mashgiachs* (kosher inspectors), all traces of *chametz* (leaven,) must be removed from every square inch of kitchen surface, equipment and cookware. Every last crumb must be found. **BM**



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

March 31, 2009

*Dr. William E. Reichman, Baycrest president and CEO*

**D**espite the challenges we face, perhaps the most significant being the constraints we have in resources, I continue to get wonderful compliments on the care and service our staff provides to our clients and families. Just last week I received a very moving email message from the daughter of one of our clients who transferred from the hospital to the JHA. She told me in detail about the support she and her father received as they struggled with whether it was time to move into the nursing home. Looking back, they know it was the right decision, but it would not have happened without the caring and informed guidance of one of our special staff members and the support of the entire team. As she said, it was the staff that made all the difference in the world—to her, her family and her father.

I am sure you agree with me that messages such as this special one make all of our efforts worthwhile.

### FINANCIAL UPDATE

In talking with our staff as I walk around Baycrest, I appreciate that what is top of mind is our financial status and where

things stand with the government. In the middle of March we submitted a formal proposal to the Minister of Health seeking additional funding to support our visionary clinical campus that has led to innovative, cost-effective care models with the potential to improve access, reduce wait times and advance patient outcomes. Our hope is that within the next few weeks we will have an initial response to our proposal. I don't want to speculate on whether we will be successful in obtaining support, but I can tell you that thanks to a tremendous team effort we did present to government a compelling case for investing in our organization as an investment in the provincial health system. Working with our colleagues in government we can really help to provide innovative care solutions to our aging communities across Ontario.

You may also be wondering what last week's provincial budget announcement means to us. Despite the fact it is very high level, and the details will be unveiled over the coming weeks, what we do know is the government has confirmed their funding commitment to hospitals for the coming fiscal year. That's good news because, as you know, all health care organizations have been concerned this would not be

the case given the economic downturn. So financially, while things are still very tentative, there is some good news in terms of revenue.

I should also note that the Baycrest Foundation is working full tilt with their strategies to bring in more support for us. While it is a challenge, they are seeing some recent success including planning for the ProAm Hockey Tournament which is now tracking to last year's levels of donor support.

### HOSPITAL REPORT CARD

On another note, yesterday you may have heard in the media about the release of the latest Hospital Report Card in which Baycrest is included for our Complex Continuing Care and Rehabilitation areas. The data now being reported was collected over two years ago. Our performance back then, in 2006-07, was not as strong in some areas as it needs to be. These older results clearly support us having made some of the changes we initiated since then. We will continue to improve now that we have implemented our new program management approach,

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# Meet Baycrest's laboratory technologists

**D**id you know that 70 percent of all clinical decisions are made on the basis of laboratory tests? Laboratory technologists perform thousands of sophisticated medical tests on blood, body fluids and tissues every year. This year we want you to get up close and personal and learn exactly what Baycrest's lab techs do all day long.

**Take a tour of the lab on Wed. April 22nd!**

Discover how blood tests are performed.

Find out how Lab Techs analyze their results.

Learn what it takes to become a Medical Laboratory Technologist.

See for yourself what platelets and red and white blood cells look like through the lens of a microscope



Visit our table outside the cafeteria April 21 to 23rd. Play word search and word scramble for prizes! Enter our contests and more!

## Worth Repeating...continued from page 4

developed our action plans, and made investments in patient safety, better data reporting, and conducting and responding to annual staff engagement surveys.

### STRATEGIC PLAN

Our strategic plan that we have all worked so hard on since the fall is now ready to launch. We are working on a process to move forward with and track implementation. In fact, the Executive Team is discussing the implementation plan, including how we will engage staff in the process, as well as criteria for prioritizing goals and how all of our other initiatives such as our Action Plan fit together. In order to be successful we know that we must—and we will—pay relentless attention to ensuring all our

efforts are aligned so we know where we are going, why we are going there, and what sustainable success looks like.

What this means is that not only we will roll out our new strategic plan, but we will also have clearly articulated plans for each of the goals including timelines and measurable targets. All of this will roll up into a scorecard for us to track and celebrate our success as we take the next big steps forward in our efforts to improve the journey of aging—whether that means finding new interventions and possibly preventions by unlocking the mysteries of aging, helping someone to live successfully in the community despite health challenges, or providing the most compassionate and professional counseling possible to families

and clients as they struggle with the decision to enter long term care—just like what was described to me in the recent email.

It's definitely going to be a busy time for the foreseeable future, but I am confident it will also be rewarding! I look forward over the next couple of weeks to bringing you more news on all these fronts I have outlined. Despite the obvious distractions and apprehension about the economic conditions, please keep up the great work you are all doing on behalf of our community.

**Bill**

<http://intranet/ceo/>

# 'Mr. Hockey' Gordie Howe Sticks it to Dementia

**A**fter losing his beloved wife, Colleen, recently to a rare form of dementia known as Pick's disease, Gordie Howe is throwing his weight behind the Baycrest International Pro-Am Hockey Tournament, presented by Scotiabank. A portion of the tournament proceeds will back the newly launched Gordie and Colleen Howe Fund for Dementia Research, supporting patient outreach programs and clinical drug trials at Baycrest.

"I know firsthand how hard it is to lose a loved one to a disease like this," says Mr. Howe. "My family and I fully support Baycrest and the work they're doing to treat and someday even prevent this terrible illness."

"The Gordie and Colleen Howe Fund for Dementia Research will build on Baycrest's strengths by bolstering our clinical and research teams specializing in dementias such as Pick's disease, a form of frontotemporal dementia that strikes people in mid-life. These patients are often still working and raising their children," says **Dr. Tiffany Chow**, a neurologist and scientist at Baycrest's Sam and Ida Ross Memory Clinic. "It is thanks to the extraordinary vision and determination of the Howe family that now even more patients and families living with dementia can benefit from the Baycrest Pro-Am Hockey Tournament."



Chris Hodgson (left), head of Canadian banking at Scotiabank, the presenting sponsor of the 4th annual Baycrest Pro-Am, takes an elbow from 'Mr. Hockey' Gordie Howe as **Dr. Tiffany Chow**, a neurologist and researcher with Baycrest's Sam and Ida Ross Memory Clinic looks on.

In addition to its role as the tournament's presenting sponsor, Scotiabank proudly announced a \$10,000 donation to the Gordie and Colleen Howe Fund for Dementia Research.

Mr. Howe will join a who's who of NHL alumni including Wendel Clark, Paul Coffey, Doug Gilmour, Lanny McDonald, and Dale Hawerchuk in the 4th annual Baycrest International Pro-Am Hockey Tournament, the largest fundraiser of its kind in Canada and the ultimate three-day hockey experience for men and women, aged 25 and up. To play, teams of 12 to 17 participants raise a minimum of \$25,000 each in sponsorships. Last year, 50 teams raised a total of \$2.5 million.

The tournament kicks off on Thursday, April 23, with an unforgettable Draft Party at Muzik Nightclub in Toronto. Each team will draft an NHL alumnus to play on their team throughout the tournament. Draft positions are determined by the total dollars teams raise. Last year, Wendel Clark went first to Team K.A.O.S., which raised over \$120,000 in sponsorships.

Individuals or businesses can support the Baycrest Pro-Am and research and care into Alzheimer's and other dementias by sponsoring their

favourite NHL alumnus, Baycrest Pro-Am player or team. Sponsors who make contributions of \$100 or more are entitled to complimentary entrance passes. Donations can also be made to the Gordie and Colleen Howe Fund for Dementia Research.

*The Baycrest International Pro-Am Hockey Tournament takes place on April 24 & 25, 2009 at Canlan Ice Sports, York University. For event details or to sponsor your favourite player or team, visit [www.baycrestproam.com](http://www.baycrestproam.com)*

BM

# Centre for Stroke Recovery combines expertise of three sites

**B**aycrest staff members, researchers, donors, volunteers and members of the Heart and Stroke Foundation of Ontario Centre for Stroke Recovery came together last week to celebrate the public and private sector fundraising efforts that have advanced new knowledge, understanding and application for stroke patients, their families and the community. Baycrest is one of the founding institutions of the Heart and Stroke Foundation Centre for Stroke Recovery, which also includes Sunnybrook Health Sciences Centre and Ottawa Health Research Institute.

Three hundred thousand Canadians currently live with the effects of stroke, but this number is far greater when you consider the impact a stroke can have on family members, care givers and the community. According to the Heart and Stroke Foundation of Canada there are 40,000 to 50,000 strokes in Canada each year. After the age of 55, the risk of stroke doubles every 10 years. With the aging Canadian population, there will be a dramatic increase in the number of strokes and stroke survivors in the near future.

Baycrest has strategically taken an active role in addressing this issue by making stroke one of its primary areas of research by establishing

programs such as the Louis and Leah Posluns Centre for Stroke and Cognition at the Apotex Centre and the Louis and Leah Stroke and Cognition Clinic, one of three Brain Health Centre Clinics. Baycrest brings its expertise in cognitive rehabilitation to this highly successful provincial initiative.

"In North America, we believe there is no equivalent organization tackling this work on this scale, and with this rich amalgam of knowledge and expertise. The ultimate goal of the Centre for Stroke Recovery is to transform the treatment of stroke in Canada," says **Dr. Donald Stuss**, vice president, Research, and Interim Scientific Director, Centre for Stroke Recovery.

At Baycrest there are 18 researchers conducting stroke-related research affiliated with the Centre for Stroke Recovery. Rotman Research Institute senior scientist **Dr. Brian Levine** is the site director at Baycrest. "Research at Baycrest is focused on understanding the basics of brain functioning using tools such as such as neuropsychological assessment and brain imaging, and using this information to help understand and treat the real life problems of stroke survivors as well as their caregivers. We treat the whole person, not just the set of symptoms." explains Dr. Levine.

Dr. Levine spoke of how Baycrest scientists are developing different therapeutic approaches to treat the effects of stroke including memory loss and the ability to organize one's daily life through individualized stroke treatment. One interesting study currently underway led by researchers Bernard Ross and Takako Fujioka looks at how we can use music lessons to maximize brain plasticity. Patients who have had a stroke receive music lessons over three weeks to promote auditory and motor recovery, while scientists use brain scans before and after the lessons to see how the brain changes. Although this sounds fanciful, this research is actually grounded in basic science on motor and auditory function conducted at Baycrest.

Baycrest's participation in the Centre for Stroke Recovery is possible thanks to the generosity of the donors such as the Posluns family. In 1999, the Posluns Family Foundation made a \$3 million contribution to create the Louis and Leah Posluns Centre for Stroke and Cognition at Baycrest. The Posluns family is committed to support efforts directed to improve rehabilitation treatments and the quality of life of those who have suffered a stroke. **BM**



A plaque commemorating Baycrest as one of the founding sites of the Heart and Stroke Foundation's Centre for Stroke Rehabilitation is unveiled by **Dr. Donald Stuss**, vice president, Research, Baycrest and HSFCRS interim scientific director, Laura Syron, vice president, Research, Advocacy and Health Promotion, Heart and Stroke Foundation, Ontario, Baycrest donor Wendy Posluns, Baycrest volunteer and stroke survivor Tom Rideout, **Dr. Bill Reichman**, Baycrest president and CEO and **Dr. Brian Levine**, Rotman Research Institute senior scientist and HSFCRS site director.

## Baycrest presents

The Dr. Ira Pollock Clinic Day

### Clinical and Ethical Issues in Geriatric and Long-Term Care

Wulf Grobin Memorial Lecture on Ethical Issues

Friday, June 5, 2009

The Joseph E. & Minnie Wagman Centre on the Baycrest Campus

There is no staff registration fee, however space is limited so please register early to avoid disappointment.

For more information or to register, please contact **Paula Ferreira** at ext. 2363 or e-mail [pferreira@baycrest.org](mailto:pferreira@baycrest.org)

**Baycrest**

Enriching Care  
Enhancing Knowledge  
Enlightening Minds



## Family Education Night

Everyone is invited to attend the first talk in our new Family Education Night series:

### Antibiotic Resistant Organisms

- What are antibiotic resistant organisms?
- What do they mean to healthcare?
- How can we prevent and control them?
- What is the visitors role in the prevention and control of antibiotic resistant organisms?

Guest speaker **Chingiz Amirov**, Director of Infection, Prevention and Control will answer these questions and more.

**Thursday, April 23rd**  
**from 7:00 - 8:30 p.m.**  
**in Wortsman Hall**

**Registration is required.**  
**Please RSVP to 416.785.2500 ext. 6122**



### Hold the date!

The next talk in our Family Education Night series: The Role of the Clinical Consultant in the Apotex: Part of your team will be held Wednesday, May 20, 2009 from 7:00 to 8:30 p.m. in Loftus