

Baycrest Matters

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

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IN THIS ISSUE

Skype brings Apotex residents closer to family and friends 2

Strategic plan poster contest brings together staff and students 3

Engagement survey results grow into positive actions 4

Baycrest sees 'significant reductions' in pressure ulcers 5

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Convert your ideas into actions

As teams around Baycrest continue to meet weekly and work on their lead measures, many staff members are coming to the realization that the 4 Disciplines of Execution leads to increased efficiency, knowledge sharing, and creativity. One program shares how the FranklinCovey approach has brought its teams together to convert ideas and discussion into action.

Kim Martin, manager, Cognitive and Behavioural Health Program, oversees the Psychology programs and services and Self Management programs (MOST, Parkinson's and Arthritis) at Baycrest. The Wildly Important Goals (WIGs) mean something different for all teams, and each chose their own lead measures.

"When we looked at what we can do for the client satisfaction WIG, we first had to consider how our clients differ from the ones at Baycrest Hospital and the Apotex," explains Kim. "We

tend to see clients still living in the community, for usually about eight to 10 week sessions, so we don't always have the opportunity to form the same long-term relationships as some of our colleagues. This impacted how we chose our lead measures."

For many of the Cognitive and Behavioral Health Program services, there are wait lists. Kim explains that sometimes by the time clients get to the top of the list their needs have changed. "Our lead measures address what we can do to support clients while they are on the wait

list," explains Kim. "We inform them of what other programs are available in the community, offer them educational materials, and keep in close contact to inform them of their place on the wait list." She adds that one of their lead measures is to contact all clients either by phone or by letter, and the teams are working together on templates to consistently track clients on wait lists.

When the Cognitive and Behavioural Health Program chose its lead measures related to employee engagement, staff members



continued on page 2

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds



brings Apotex residents closer to family and friends

Many Baycrest clients stay in touch with out-of-town relatives and friends by phone, but would prefer a personal visit. Baycrest now offers a program to Apotex residents that allows them to connect with their families and friends through video conferencing. Skype - a software application which allows users to make free long-distance video conference calls over the internet - enables residents to visit with anyone with a computer, anywhere in the world.

Skype is an easy, economical program that can be used with any computer hooked up to the internet, an inexpensive web camera and

microphone. The use of Skype began as a pilot project with three Apotex residents last spring and is now open to all Apotex residents. It is an ideal medium for residents to engage in a face-to-face conversation in "real time," see their children and grandchildren or even "attend" a special event like a family dinner or a wedding.

Residents participating in the Skype program will be assigned a unique Skype username and password and will be scheduled for a session that is convenient for both the resident and the visitor. A Skype volunteer will bring the resident to a computer on his/her floor at the scheduled time, set up the call, and return the resident

back to their neighbourhood when the session is finished.

Apotex residents and family members or friends who are interested in communicating via Skype can get more information and register for a session by completing a Contact Information Form on the Baycrest website at www.baycrest.org/skype/. Forms are also available in each family room on all Apotex floors and can be submitted, once completed, to the unit clerk on the resident's floor.

If you have any questions regarding Skype, please contact **Ryan Calma**, Customer Support & Services, E-Health at 416 785 2500 ext. 4357.

Convert your ideas... continued from page 1

expressed the desire to improve their communication with one another in terms of sharing each other's clinical, research, and educational activities.

"The Cognitive and Behavioural Health Program was established with the implementation of program management, which brought together psychology-led programs and self-management programs under one umbrella. We continue to seek opportunities where the various programs can integrate and/or collaborate to improve clinical care, but we are also still trying to simply keep abreast of what everyone else is doing from month to month. When we chose our lead measures, all of the staff from the different programs decided to come together on a monthly basis, share ideas and expertise, discuss projects they are working on and communicate more

effectively. This approach provides a forum for more dialogue," Kim says.

When asked how the 4 Disciplines of Execution process supports Baycrest's strategic plan, Kim states that in her 25 years here this is the first plan to formalize participation and accountability by all staff: "This strategic plan is by far the most engaging for all staff members - it provides formal, all-encompassing structure and is beyond just measurement. It enables the participation and accountability of all frontline staff. The FranklinCovey approach sets up a centre-wide foundation for execution," Kim says. "We're encouraged to focus only on two goals. This approach promotes increased creativity and performance, instead of diluting our efforts and time. Over the last two weeks, we have had two WIG meetings and spent

40 minutes not only on discussions we would not otherwise have had, but also completed tasks that would we would not have found the time for."

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.

Strategic plan poster contest brings together staff and students

When was the last time you thought about the word fun and strategic planning in the same sentence? The posters produced from the strategic planning What Will Baycrest Look Like in 2014? poster contest are the direct result of time commitment, hard work, thoughtfulness, collaboration and, yes, fun!

Eight staff teams volunteered to participate in the contest. The challenge for each team was to choose one Strategic Focus and one Strategic Goal, apply it to either their area of work or to Baycrest as a whole and then figure out what Baycrest would like five years from now if that goal was accomplished.

Besides being a creative outlet, and a change of pace from their regular work day, staff who participated in the contest found the caliber of students they worked with from the Communications Technology program of William Lyon Mackenzie Collegiate Institute very impressive.

One team commented, "This partnership brought a youthful perspective and fresh approach to many of the programs here at Baycrest."

"We were very impressed by the quality and ingenuity of the



Students from William Lyon Mackenzie Collegiate Institute's Communications Technolgy Program vote for their favourite poster.

poster our student produced," said members of one team.

"The professional manner of our student, and that she was able to take all of our materials and distill only the most important information, was remarkable," said another team.

The eight amazing posters, revealed on March 11, were on display in front of the diorama (near the bird cage) until March 25. All of the posters will be used in a variety of different ways throughout Baycrest over coming months.

The votes are now being tallied and the winners will be announced in the next issue of Baycrest Matters.

Thank you to all participants in this challenging event.. **BM**

Engagement survey results grow into positive actions



As teams work on their lead measures related to the Wildly Important Goals (WIGs), it is important to note that the creation of the WIG related to staff engagement “increase the percentage of employees that would recommend Baycrest as a preferred place to work” was a direct response to the 2008 Employee / Physician / Volunteer Engagement survey.

Plans are currently in the works to roll out the results from this year’s survey beginning April 8. Over the next few weeks, you will hear about how over 1,000 participants rated Baycrest as a place to work. The results will be communicated through information sessions, visual displays and articles in Baycrest Matters and at baycrest@work.

Teams will soon review the corporate results as well as their own departmental scores. This will be a time to celebrate achievements, look critically at how to improve and work on action plans to address the survey responses. Here are some other initiatives - which contribute to Baycrest’s healthy work environment - that came out of the feedback of last year’s survey:

Registered Nurses Resource Team was established

Thirteen full-time nurses joined Baycrest as part of the

Registered Nurses Resource Team, which aims to reduce staffing vacancies and provide extra support to existing staff, which will increase the quality of work life for existing nursing staff and improve the quality of patient care. This is an important step forward in creating a safe and rewarding work environment for all staff at Baycrest.

Food services staff take part in education sessions

When Food Services staff members requested more educational opportunities, they were given access to both internal staff development workshops and to the Public Health and Food Handlers courses. Positive feedback is provided to all staff members in a “yellow congratulation note,” and in addition to other activities, the staff were able to select new uniforms.

6 West established recognition programs

This unit established six recognition events per year to honour their staff members who go above and beyond their role. The program was kicked off in September 2009 with a successful inaugural party featuring team celebrations, individual staff recognition, speeches, and refreshments.

Apotex 5 launched the Shining Star Award

This award is given to a staff member who displays client and family centered care and services, respect in the workplace, confidentiality and privacy, and excellence with integrity. Staff members can be nominated by their peers, private companions, or family members. Registered practical nurse **Vanessa Verdi** was the first recipient of the Shining Star Award.

4 West Behavioural Neurology establish a staff safety system

To decrease the number of cases of staff injury, panic alarms were installed for staff to call for immediate assistance and the success is evident in the reduced number of injuries.

The Quality of Worklife Committee was established

The Quality of Worklife (QWL) Committee consists of staff members of all levels from clinical and residential programs (including representative from one or more of the bargaining units) and corporate services. This committee focuses on exploring innovative approaches to healthy workplace practices and encouraging staff and

continued on page 5

Baycrest sees 'significant reductions' in pressure ulcers

by Deron Hamel

Baycrest is seeing "significant reductions" in the occurrence of pressure ulcers – commonly called bedsores – largely thanks to measures taken by the interdisciplinary wound- and skin-care team at the Apotex Centre, Jewish Home for the Aged and Baycrest Hospital.

Coupled with the interdisciplinary wound- and skin-care team, Baycrest has been utilizing special mattresses and continuously educating staff members on skin care best practices.

These measures are paying off, says **Lucy Cablico**, a clinical nurse specialist and nurse practitioner at Baycrest. "We have had significant reductions in the prevalence of hospital- and home-acquired pressure ulcers, as well as significant cost savings from the wound-care supplies," she says.

"We are identifying best processes to make sure that all clinical staff are aware of all the risk factors and understand all the assessments and have all the skills, knowledge and opportunities to develop their expertise for optimal wound management."

In fact, the rates of pressure-ulcer occurrence have been "significantly below" the mark Baycrest has set for its skin-care "scorecard," as well as being below the provincial average, adds Lucy.

Pressure ulcers are a serious safety issue in long-term care homes because skin breakdown can negatively affect mortality rates, as well as cause people unnecessary suffering.

By preventing pressure ulcers and promoting quicker healing when skin breakdown occurs, long-term care providers can

enhance the quality of life for residents, as well as prevent unnecessary admissions to acute care.

Aside from taking measures to prevent pressure ulcers and treat them quickly when they occur, Lucy says there's a trickle-down effect that happens because of the work of Baycrest's interdisciplinary skin-care team.

"By having that team, we are in a stronger position to strike the right balance between client comfort, medical treatment, optimal care and meaningful social participation and quality of life," she says.

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Engagement survey results... continued from page 1

volunteer participation in healthy workplace initiatives. The QWL Committee recommended a corporate action plan last year in response to the 2008 survey and provided guidance and assistance with the implementation of the 2009 survey. As a result the 2009 survey response rate increased significantly. Through their work, the Quality of Worklife (QWL) Committee can

assist Baycrest in being seen as an "employer of choice."

Living the Vision Tours were established

Regularly scheduled "Living the Vision Tours" were established as an opportunity for staff to have two-way communication with Baycrest's president and CEO and/or members of the Executive Team. **Dr. Bill Reichman** has

talked to over 200 staff members since January 2010 through these meetings, discussing what the vision means to all of us; what it means to the people we serve; and how each of us can make a difference in moving the vision forward.

New research study focuses on the impact of the arts on health

The Culture and Heritage Department at Baycrest, in partnership with the Royal Conservatory, recently received a three-year grant from the Ontario Trillium Foundation to fund a research study which will focus on the impact of professional arts-based activities on the wellbeing of older adults.

“Today’s focus on humanistic care is leading to incorporating the professional arts into healthcare organizations. There is growing evidence of the beneficial effects of taking part in activities such as painting, dance, theatre, music, storytelling and others on health and wellbeing,” comments **Bianca Stern**, director, Culture and Heritage. “This grant will provide us with an exciting opportunity to explore and build on that evidence with a unique, interdisciplinary working group that includes clinicians, artists, as well as researchers from the social and neurosciences.”

Melissa Tafler, a social worker who has worked at Baycrest for almost 10 years, has been appointed as clinical research coordinator for this project. Melissa became interested in the role of the professional arts in healthcare when researching opportunities for creative expression for clients with Parkinson’s disease. She developed the Living Through the Arts Outreach Program – a painting program for people with Parkinson’s disease at the Wagman Centre, which was expanded to individuals who have had a stroke. Melissa is also completing a social work research fellowship at KLARU’s Katz Centre for Gerontological Research in Social Work.

The research team includes scientists **Dr. Takako Fujioka** (Rotman) and **Dr. Nicole Anderson** (KLARU) and Dr. Pia Kontos (Dalla Lana School of Public Health, University of Toronto).

ROM’s first visit to Baycrest launches Museum on Wheels

In January, the Culture and Heritage Department launched a new arts-based initiative as part of an exciting collaboration with the Royal Ontario Museum (ROM). This was the first time the ROM Community Outreach team has taken their program to a senior’s program in a healthcare facility.

In collaboration with Bianca Stern, director, Culture and heritage, the ROM Community Outreach Program developed a user-friendly presentation for the Day Centre for Seniors, bringing different artifacts including dinosaur bones and make-up from ancient Egypt.

Plans are in the works to make the ROM a monthly program and to add our own Museum on Wheels bringing Judaica items from the Morris and Sally Justein Heritage Museum to clients on the floors at Baycrest Hospital and the Apotex Centre, Jewish Home for the Aged.



Baycrest meets the needs of people with disabilities

At Baycrest, we are committed to providing respectful care that focuses on the unique needs of the individual.

Providing equitable care that respects the dignity and independence of people with disabilities is a priority.

As of January 1, 2010 public sector organizations must remove and prevent barriers for people with disabilities in key areas of daily living to comply with the Accessibility for Ontarians with Disabilities Act, 2005,

Customer Service Standard. The standard is part of new legislation that will create a barrier-free Ontario for people with disabilities.

To reflect our commitment to accessibility and comply with the new law, we have developed a new policy entitled "Accessibility Standards for Customer Service".

This policy outlines how we support people with disabilities by providing them with temporary access to

assistive devices we have including courtesy wheelchairs at entrances, assistive listening devices like PockeTalkers, communication boards, and sign language interpreters.

All staff will be required to complete one-time training on the new policy as part of this year's core curriculum process. To review the new policy, "Accessibility Standards for Customer Service", please check the intranet or the Family Information page on www.Baycrest.org. **BM**

How to access assistive devices at Baycrest:

Please note that all devices listed below are all available for temporary use.

- For assistive listening devices, contact the Audiology Department at ext. 2377.
- For speech assistive devices, contact the professional practice leader, Speech and Language Pathology at ext. 2375.
- For courtesy wheelchairs at entrances, contact the director, Environmental Services at ext. 2406.
- For devices located in The Anne & Louis Pritzker Wellness Library, contact the library staff at ext. 3374.
- For information relating to the Baycrest Shuttle Bus service, contact ext. 2122.

Feedback Process

If you would like to provide feedback on how Baycrest provides programs or services to people with disabilities, please contact the following personnel:

- Clients and the families and visitors of clients may bring any questions or concerns directly to the client's program director, unit director or to another member of the client's care team.
- Other clients' concerns may be directed to the Baycrest staff running a particular event or supervising the area attended by the client.
- Clients may provide their feedback in person, by telephone, in writing, by e-mail, on diskette or otherwise.
- Clients may communicate complaints through the Resident's Advisory Council or Patient's Advisory Council, the Family Floor Groups, the Family Advisory Council, the Suggestion Boxes / Speak Your Mind forms or the Ombudsperson.

Baycrest staff receiving the feedback shall ensure a response is made to the person providing the feedback.

Announcements

The Organizational Effectiveness Department and Baycrest Foundation are pleased to announce the recipient of the 2009/10 Alfred and Helen Krieser Family Award. Congratulations to **Anna Grunin**, physiotherapist, 3 West, Baycrest Hospital, who will attend the NDT (Bobath) Certificate course in the Treatment and Management of Adults with Hemiplegia, offered by the Toronto Rehabilitation Institute.

The annual Alfred & Helen Krieser Family Award recognizes the vital role played by Baycrest physicians, nurses and allied healthcare staff in delivering quality care for our clients and enables clinical staff to increase their knowledge and professional growth through opportunities to attend workshops, conferences or seminars in a subject related to their work or future career path.

Congratulations to **Victor Oliveira** who has been appointed director, Facilities and Environmental Services. Victor has been performing the role in an acting position for the past five months and has demonstrated his ability and willingness to continue to lead the teams as improvements to services are planned and implemented. **Stephenie Naugler**, manager, Environmental Services, and **Robert Marcinkiewicz**, manager,

Facilities Services, will continue to report to Victor.

On March 15, Baycrest welcomed **Mark Wilson** as manager, Supply Chain, who will provide leadership to Purchasing and Logistics. Mark was most recently at the Ontario Public Service, as a senior procurement consultant with Ontario Shared Services. He also has extensive experience in purchasing and logistics with the Department of National Defence. You can reach Mark at ext. 2414.

Congratulations to **Andreah Barker**, dance/movement therapy intern for her featured article, "With Intent- Dance as Therapy" which appeared in the February issue of the Dance Current magazine (a nation-wide magazine on dance). Highlighted in the article is the work of Debbie van der Laan, dance/movement therapist at Baycrest and the Wagman Centre.

Farewell to **Lucie Nam**, recruitment specialist. Lucie joined Baycrest in July of 2007 as a Human Resources coordinator and contributed to many processes, especially in the area of recruitment and selection bringing success to such initiatives as the building of the RN Resource Team. We wish Lucie all the best in her next career opportunity.

Sharing knowledge: Caring for a loved one with dementia

Caring for a loved one with dementia: Baycrest behavioural neurologist **Dr. Tiffany Chow** was a guest on CBC Radio Maritime Noon's call-in program on March 9. The 45-minute program focused on caregivers and the challenges they face caring for a loved one with dementia. The audio CD of the segment can be borrowed by staff from the Baycrest Library.