

Baycrest Matters

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

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IN THIS ISSUE

Reminder: All staff must complete Falls Best Practice Training by June 30, 2010 3

Want to stop the spread of infection? Just clean your hands 4

Faster results lead to better client care 5

Nursing - You can't live without it @ Baycrest 6

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www.baycrest.org

Baycrest is fully affiliated with the University of Toronto.

Meet Dr. Karima Velji

Dr. Karima Velji joined Baycrest on April 5, 2010 as the new vice-president, Clinical and Residential Programs and chief nursing executive (CNE). One of Canada's most distinguished clinical care and nursing executives, Dr. Velji is overseeing a portfolio that includes clinical and residential programs, professional practice/nursing, quality, safety and risk management.



Dr. Karima Velji, vice president, Clinical Residential Programs and chief nursing executive (CNE).

Prior to joining Baycrest, Dr. Velji was vice-president, Patient Care and CNE at Toronto Rehabilitation Institute (TRI). Some of her achievements at TRI include implementing innovative clinical programs of care across the continuum and integrating clinical scholarship in the programs, creating a robust strategy of interprofessional education and care, establishing rehabilitation nursing as a national specialty, and enhancing patient/family satisfaction and clinical outcomes.

Baycrest Matters recently interviewed Dr. Velji.

Here are some excerpts from the interview:

What was it about Baycrest that attracted you to this new position?

I was inspired by Baycrest's vision - the idea of building a world class, global leader in the field of aging. And I loved Dr. Reichman's articulation of scholarship at Baycrest and the fact he is a clinician. I am very excited to work with a leader who has both strategic thinking and the ability to see how the

patients and families will benefit very directly from our innovations.

What was your view of Baycrest in the years you were working at Toronto Rehab?

Very positive. Baycrest is the place we would all turn to when we wanted to understand best practices in any field related to aging. If we wanted to know, as administrators, what structures and processes to put in place to most effectively treat patients with dementia, for example, we often would turn to Baycrest. And based on conversation I

continued on page 2

Meet Dr. Karima...continued from page 1

had with Dr. Reichman when I was considering the position, it was clear to me that Baycrest is fast-forward in moving its education and research strengths, and that Baycrest needed a leader to make sure that *care* is moving fast-forward in tandem.

You've taken on a huge portfolio of responsibility. Is there one guiding principle that will set the tone in your leadership, in your actions?

Yes, I will be guided by the voice of the people that Baycrest serves. I've used this guiding principle in my roles as clinician, researcher, educator and administrator.

How do you hear the voice of the people?

I hear the voices in many ways - first, directly from the clients we serve. I will make sure to set time aside in my calendar to actually meet with clients at the place where they are receiving care. I've done that a lot in my previous positions. I also hear about client experiences through leaders and staff who work with them - and through client/family satisfaction surveys and clinical outcomes data that we collect. So I'm very keen to use reliable and valid tools to collect those voices, but more importantly to *respond* to them.

I also want to be very mindful of the voice of the people who *care* for our clients. Baycrest's two Wildly Important Goals (WIGs) are premised on these two voices - client/family satisfaction and employee engagement. My sense is, and the literature supports this, that when you care for your

employees, they will in turn be motivated to want to provide the very best care to our patients, residents and families. So I am thrilled that we have these two WIGs and that everyone at Baycrest is rallying around them.

You describe yourself as a "leader scholar". What do you mean by that?

I'm not a traditional operational administrator. I teach in the graduate program at University of Toronto and conduct research. I have a PhD in nursing and have received several funded research grants and have written publications. I need to be conducting research, I need to be shaping how that research is affecting practice. I'm very wired in the direction of not making decisions in a vacuum; that there has to be proper evidence guiding our administrative or clinical decisions. Evidence can come from the literature and from the direct voices of our staff and patients and their families. So people will find me to be thoughtful in how I make decisions, and see that I rely heavily on evidence-based decision making. Prior to becoming an administrator, I was in a clinician-scientist career track, so that has never left my way of being. I need to be immersed in scholarship. To have landed in another administrative position in a teaching hospital (Baycrest) is very thrilling to me.

Baycrest has a nursing scientist, Dr. Laura Wagner in our Kunin-Lunenfeld Applied Research Unit. Is the term 'nursing scientist' fairly new?

That description has been around for a while, but probably newer in

Canada than in the United States. More than understanding that term though, I am more interested in what the nursing scientist's fields of study are. For example, conducting research as a nurse in the care of patients with dementia, or finding out how people who are elderly can be supported to continue to live at home, or shaping the best environments to care for people who are aging.

I think there is a growing recognition in the research milieu that the more inter-professional and collaborative our research interests are, the better science we can create. Different disciplines contribute different knowledge around the table, and the more we can do that together I think we can create better solutions around care for people. When it comes to the inclusion of nurses in the scientific domain, some organizations do it better than others. It's something we want to do more of at Baycrest. Right now Dr. Laura Wagner is our only nursing scientist. There are many nursing scientists doing research in aging out there in the world who should really be positioned here at Baycrest, or at least be collaborating with us. We must pay equal attention to attract scientists with other clinical and disciplinary backgrounds to the field of aging, including geographers and engineers.

What do you see as the biggest challenges for nursing in long term care?

Recruitment and retention of clinicians and promotion of scholarship at the point of care. It is difficult to attract clinicians

continued on page 3

Meet **Dr. Karima**...continued from page 2

to the field if you are not introducing them to this area of specialty in the curriculum of the education/training programs. For example, if you want to see the effect of therapeutic relationships on care, you find those to be the best in long term care, in rehabilitation, in mental health settings, yet these fields are not highlighted in the curricula of clinical disciplines as much as other areas of acute care specialties. The other challenges are related to the practice environment in the care of people who are aging -- If you look at staffing levels and models in long term care (LTC) settings versus acute care, the LTC environment traditionally has not been resourced the way it should. Looking after elderly people who have multiple, complex health conditions, including dementia, requires

rigorous knowledge, preparation and a proper number and type of staff to provide the care that is needed, and to ensure the care is integrated with education and research.

As patients and families come to learn about your appointment, their first thought might be - 'So how will things change under Dr. Velji when it comes to my care or my mom's care?' How do you respond to that?

I'm getting to know Baycrest - the place, the culture, the rhythm. I have to do a good scan of how Baycrest works and how clinical and residential care programs impact on client wellbeing and health outcomes. Baycrest is a respectful, respected institution, so I want to be mindful of creating change in the most thoughtful of ways. I

think patients and their families will find I am an individual who is culturally sensitive, who has an ability to listen and who has an inclination towards thoughtful and transformative changes. I will do my best to balance the perspectives of both staff and clients and make sure decisions are fair to both. I think that will be a fine line to walk, but I strongly believe in fairness, balance and equity, and listening...these elements have served me well in the past and hope they will do so at Baycrest. **BM**

Reminder: All staff must complete the falls best practice training by June 30, 2010

Between April 1 and June 30, all Baycrest staff must complete an annual, mandatory falls best practice tutorial and quiz which will help to reduce falls across the organization. All staff will complete a general tutorial, which takes five minutes, and staff who provide direct clinical care to Baycrest clients will complete a second tutorial, which takes 10 minutes.

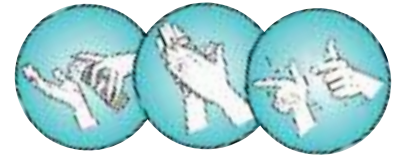
You can access the tutorial on the intranet or on the V-drive in the folder: Falls Best Practice. In both these locations you will find tutorials, quizzes, tracking sheets and answer sheets. You can also get a hard copy from your manager/supervisor.

Some units will work closely with their managers/supervisors and interprofessional team members later this summer to create falls best practice specific to their unit or program.

*If you have any questions about the falls best practice tutorials, please contact the Quality, Risk and Patient Safety Department falls leads: **Janet Montague**, clinical nurse specialist at ext. 3298, or **Lynda Dunal**, senior occupational therapist, at ext. 2673.*

Want to stop the spread of infection?

Just clean your hands



What is the best way to prevent infections and illness at Baycrest? Take the time to clean your hands.

To promote proper hand hygiene - the use of alcohol-based hand rub or soap and water by health care providers to clean their hands - Baycrest will soon launch *Just Clean Your Hands*, a comprehensive program created by the Ontario Ministry of Health and Long-Term Care to help health care facilities and individuals overcome the barriers to proper hand hygiene and improve compliance with hand hygiene best practices.

“Everyone who works in a health care facility needs to take hand washing very seriously. Hand hygiene is the single, most important thing we can do to ensure we keep our clients and ourselves healthy and reduce the spread of infectious disease,” says **Chingiz Amirov**, director, Infection Prevention and Control. “Studies have shown that an increase in hand hygiene adherence of only 20 percent results in a 40 percent reduction in the rate of health care associated infections”.

The *Just Clean Your Hands* program will be rolled out by the Infection Prevention and Control team in the coming months and will be fully implemented at Baycrest by February 2011, but immediate actions are being put into place to reinforce the importance of hand hygiene on a daily basis.

Hand hygiene compliance is a challenge for many health care facilities. Most health care settings report less than 50 percent adherence to hand hygiene and compliance among Ontario health care providers is estimated to be less than 32 percent.

“There are many reasons why clinical staff do not wash their hands, not just at Baycrest but at all health care facilities. Providing environmental changes and system supports, like alcohol-based hand rub at the point of care, which makes it easy for staff to clean their hands at the right time, hand care programs; ongoing monitoring and observation of hand hygiene practices, with feedback to staff; champions modeling the right behaviour; and client and family engagement, will assist in making hand hygiene easier for health care providers,” explains Chingiz.

“We already have many of these systems in place at Baycrest, but we still have much work to do to improve hand hygiene compliance rates among clinical staff,” Chingiz adds. One recent step to help achieve this is the recent hire of an additional infection control practice educator who will focus on hand hygiene.

Since Accreditation Canada’s new accreditation program has a Required Organization Practice (ROP) for hospitals to show that they track infection rates, analyze data, and deliver education and training to health care providers on hand hygiene, Baycrest already implemented many of these practices over the last two years. The *Just Clean Your Hands* program is part of Baycrest’s ongoing commitment to improve patient safety, which aligns with our Wildly Important Goal (WIG) of client satisfaction.

Please visit the intranet or www.baycrest.org/safety to learn more about proper hand hygiene.

BM

Technique matters!

How to hand wash:

- Wet hands with warm water.
- Apply soap and lather onto hands.
- Wash both sides of hands and between fingers for at least 15 seconds.
- Rinse hands under running water.
- Pat hands dry with a paper

towel. Turn off tap with a paper towel.

How to hand rub:

- Apply hand rub gel or foam to palm of hand.
- Spread over sides of hands and between fingers.
- Rub hands together for at least 15 seconds or until dry.

Other tips:

- Keep nails short and clean.
- Remove rings and bracelets.
- Do not wear artificial nails.
- Remove chipped nail polish.
- Dry hands thoroughly.
- Apply lotion to hands frequently.

Faster results lead to better client care

Over the last four weeks, the 4 Disciplines of Execution approach has enabled Baycrest's on-site Clinical Laboratory to deliver results to physicians in record-breaking time and to achieve 100 percent of their lead measures related to the Wildly Important Goal (WIG) of client satisfaction.

The laboratory provides services - which include body fluid analysis; Holter monitors (a portable heart monitor); phlebotomy for specified patient programs and research projects - to Baycrest care and research programs. Last year, the laboratory performed over 110,000 tests, with more than 80 percent of these analyzed in-house.

The team used recent achievements, which include the recent installation of a new "state-of-the-art" Vitros ECI analyzer and repatriating several tests that were sent out to Mount Sinai Hospital, to help establish three lead measures related to client satisfaction: Improve turn around time for cardiac markers by 10 percent; increase the laboratory participation in research projects by 20 percent; and to produce an educational fact sheet for nursing staff on a quarterly basis to increase the understanding of the purpose of the test as a diagnostic tool, sources of error and the importance of sample integrity.

When setting their lead measures, the team committed to faster delivery of test results. "We looked at what we could do to provide the most impact to

client care and we determined that we could decrease turn around time," says **Sharon Bernat**, charge laboratory technologist, professional practice leader and point of care coordinator. "Working towards our WIGs helped us to focus on our plans and helped to achieve them even sooner."

"We were already a cohesive team but the 4 Disciplines process brought us around the table on a regular basis and kept our plans in motion," adds **Nancy Levy**, laboratory technologist.

One example of this is a troponin test, which is considered the best marker for myocardial infarction (heart attack). When this test was performed at an outside laboratory, it took six to eight hours to get the results. Now that it is done on site, the results are available in under two hours (from the time the laboratory receives the specimen). This means that physicians can start the course of treatment earlier. The laboratory also performs thyroid studies and anemia studies, which used to take up to 24 hours to get results. These studies can be turned around within four hours.

Sharon notes that the increased menu of tests does not deter the five full-time laboratory staff members. Rather, the team is even more engaged as they are doing a variety of work and are



The 4 Disciplines of Execution helped Baycrest's Clinical Laboratory deliver test results in less time. Pictured here, laboratory technician **Ezra Rajman** works on a specimen.

eager to learn more. Their lead measure related to employee engagement is to increase the opportunity for laboratory staff to attend one off-campus education event (off campus) by 50 percent.

"The Clinical Laboratory illustrates how the 4 Disciplines approach provides a way to directly impact client satisfaction. As an individual or team you identify opportunities for improvement in current work practices, consider where you have the power to change things and then come up with creative solutions," says **Gary Rosborough**, manager, Organizational Effectiveness and 4 Disciplines of Execution project lead and coach. "Once a team has identified creative solutions, they have the power to narrow the focus by selecting one or two key actions they need to do on a regular basis that will impact our WIGs." **BM**

Nursing - You can't live without it @ Baycrest

National Nursing Week May 10 to 14

National Nursing Week is an important event as it welcomes the opportunity to profile the vital role nurses play and the impact that the nursing profession has on both the health care system and the lives of every Canadian. Baycrest acknowledges this special time with activities organized throughout the week which brings together nurses and their colleagues to celebrate both the profession and their accomplishments over the past year.

"Baycrest is regarded by other health care facilities across the province as the model for geriatric care, and our nurses play a vital role in establishing the best practices that are adopted by others. Our nurses realize the complexity of geriatric care, and use their enhanced skills to care for individuals with a multitude of health care issues, often coupled with dementia. This makes their work extremely challenging, but every day our nurses rise above the challenges and provide the best possible care to our clients," says **Dr. Karima Velji**, vice president, Clinical and Residential Programs and chief nursing executive. "This week is an opportunity to recognize our strengths and celebrate our achievements, but also to continue to shape the nursing culture at Baycrest, and to share our nursing knowledge with each other and with our colleagues across the world."

The week will be filled with chances to win prizes through daily quizzes and puzzles and a game of Nursing Week Trivia Challenge; treats of muffins and bagels; guest speakers and other presentations. One of the activities is a poster competition based on how Baycrest nurses contribute to the patients, to the organization and to the profession as a whole.

Another highlight of Nursing Week is the Nursing Scholarship Awards on Tuesday, May 11. Baycrest has a long history of family/donor support and nursing scholarship awards which help our staff grow, develop and reach their professional goals. This year's recipients are:

Goldgrub Family Registered Practical Nurse Award:

- **Anna Yuniaeva**, registered practical nurse, 5 West, Baycrest Hospital
- **Peter-Gay Lambert**, former Baycrest personal support worker and senior fundraising clerk, Baycrest Foundation
- **Delrose Anderson**, registered practical nurse, 6 West, Baycrest Hospital

Jerry Solway Nursing Education Award:

- **Edlin Wilmot**, registered practical nurse, 6 East, Baycrest Hospital

Rose & Jonas Glowinsky Registered Nurse Award:

- **Joyce Tsui**, registered practical nurse, Apotex 5

Yetta Ungerman Nursing Scholarship Award:

- **Suman Iqbal**, unit director, Apotex 5 and assistant director, Apotex
- **Aysha Bandali**, clinical nurse specialist, Ambulatory Care Programs

Thank you to the Nursing Week Committee who assisted in the development of these events and gathering donations to sponsor our efforts: **Marilyn El Bestawi, Mary Lou Ip, Aysha Bandali, Tina Robertson, Janet Montague, Gina Dolezel, Lyzan Adams, and Suman Iqbal.**

Be sure to check the LCD screens at the Apotex and Khedive entrances and the intranet each day for Nursing Week events.

On Wednesday, May 12, **Dr. Karima Velji**, vice president, Clinical and Residential Programs and chief nursing executive, will be speaking on the topic of Clinical Scholarship. This event will be held in Classrooms ABC from 10:30 a.m. - 12:00 p.m. The winners of the Nursing Week poster contest will also be announced at this event.

Client Satisfaction Survey

Thank you to all Baycrest clients and families who completed the Client Satisfaction Survey in April and to Baycrest staff and volunteer who made the survey possible. Stay tuned for the results in the coming months.

A larger, more comprehensive survey is also being planned for the fall.

Volunteering for your health FREE Information Session

BRAVO- Baycrest Research About Volunteering Among Older Adults

Learn about an exciting new project that joins together two of Baycrest's strengths – research and volunteerism.

Join study leader Dr. Nicole Anderson, Baycrest senior scientist and clinical neuropsychologist, Syrelle Bernstein, Director of Volunteer Services at Baycrest and Lesley Miller, a BRAVO Volunteer to learn about this innovative scientific study.



Dr. Nicole Anderson



Syrelle Bernstein

When: Monday, May 31, 2010
Time: 1:30 – 3:00
Where: Wortsman Hall
Main Floor, Baycrest Hospital

To register:
Call or email:
The Anne and Louis Pritzker
Wellness Library

416.785.2500 ext. 3374
lkamenitz@baycrest.org



Stress Relief Day

Wednesday, June 23, 2010

1:00p.m. to 4:00 p.m
Wagman Centre
55 Ameer Avenue

Keynote Speaker:
Dr. Guy Proulx, Professor,
York University,
Glendon College

“Active Aging: Success
over Stress”

Followed by 45 minute
workshops:
(Participants can pick two)

- Aromology
- Meditation
- NIA (Martial Arts & Healing Art of Dance)

Registration:
Wagman Centre Office

(416) 785-2500 Ext. 2267

Fee: \$20.00 - Members

\$25.00 - Guest

Includes light
refreshments



Upcoming Educational Programs for registered Private Companions and Family Members - Free of Charge

Pain Assessment and Management Strategies - 1 hour

You will examine what your role is and how optimal pain assessment and management can only be achieved by healthcare providers in partnership with caregivers. You will receive a Certificate of Attendance from Baycrest upon completion of this training session.

Choose from one of the following sessions:

- Friday, May 21, 2:00 - 3:00 p.m. Wortzman Hall
- Wednesday, May 26, 2:00 - 3:00 p.m. Loftus Hall
- Thursday, May 27, 2:00 - 3:00 p.m. Wortzman Hall
- Tuesday, June 1, 2:00 - 3:00 p.m. Loftus Hall

Alzheimer Society Enhanced Dementia Training (registered Private Companions only) - 9 hours

You will learn about your role and techniques you can use to improve communication with people with dementia and Alzheimer's disease. You will receive a Certificate of Attendance from the Alzheimer Society of Toronto upon completion of this training session.

The sessions take place in the Posluns Auditorium (you must attend all sessions):

- Thursday, June 10, 9:00 a.m. - 12:00 p.m.
- Thursday, June 17, 9:00 a.m. - 12:00 p.m.
- Thursday, June 24, 9:00 a.m. - 12:00 p.m.

To register for any of the above sessions please contact **Fran Cossever** at: 416-785-2500 ext. 3195 or send an e-mail to fcossever@baycrest.org.

Announcements

Welcome to...

Karen Rue, administrative secretary to the executive director, Apotex. Karen brings a wealth of experience in administrative support in health care and has held several positions at Baycrest over the past 12 years. She can be reached by ext. 2162 or at krue@baycrest.org.

Tami Esmail, executive assistant to the vice-president, Clinical and Residential Programs and Chief Nursing Executive. Tami has an honours bachelor's degree in nursing and 10 years of administrative support experience at the executive level. Most recently, Tami was the business coordinator in the office of the president, McMaster University. She can be reached at ext. 2761 or at tesmail@baycrest.org.

Wendy Crisp, occupational health nurse. Wendy has worked as an occupational health and safety consultant to a variety of organizations and has extensive experience in disability management, wellness and safety. Wendy will be providing disability management for Apotex, Environmental Services and Food Service staff. She will also provide health and nursing services through the Occupational Health and Safety Department and can be reached at ext. 5675 or at wcrisp@baycrest.org.

Ruby Banwait, Human Resources coordinator. Ruby has experience in human resources service and support functions in both public and private sector organizations. Ruby has a bachelor's degree in Sociology from York University and a post-graduate Diploma in Human Resources Management from Sheridan Institute of Technology. Ruby can be reached at ext. 3076.

Farewell to...

Renee Carter, occupational health nurse, who is retiring from Baycrest. Renee has been part of the Occupational Health and Safety Department for nine years. She plans to travel with her husband.

Debbie van der Laan, dance movement therapist, who retired from Baycrest on April 30, after 21 years. Debbie has provided dance movement programs in the Wagman Centre, Day Treatment Unit and Psychiatric Day Hospital. She will be greatly missed by her colleagues and clients.

Congratulations to...

Dr. David Conn, vice president, Medical Services and Academic Education, who was promoted to the rank of professor in the Department of Psychiatry, University of Toronto.

Judy Ritchie, program director, Acute Care Transition Program, who obtained a joint master of science in Nursing and master of business administration in Health Care Management from the University of Phoenix, Arizona.

Sharing knowledge

Baycrest's **Dr. Nasreen Khatri**, clinician leader, Mood and Related Disorders Clinic, will lead a workshop on cognitive behaviour therapy ("The CBT of Healthy Retirement") for older adults attending the Jamaican Canadian Association on Thursday, May 13.