

Baycrest Matters

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

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www.baycrest.org

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Overcoming challenges with creative solutions

Two units at Baycrest, 6 East, Hospital and Apotex 6, have come up with creative solutions to enable all members of their team to contribute to their lead measures and ultimately to the Wildly Important Goals of client satisfaction and employee engagement.

6 East, Baycrest Hospital

"We needed to figure out how to reach team members who work shifts and are not at Baycrest during regular business hours, but also create a system for nursing staff and allied health professionals who may be on-site, but not available to attend a WIG session," explains **Julie Grossman**, clinical manager, 6 East, who says she has held WIG sessions at the crack of dawn to meet with night staff.

All staff members on the unit attended a 4 Disciplines of Execution



Apotex 6 personal support worker **Ruth Taylor-Farrell** shows off the "compliment box" on her unit. Giving recognition to colleagues for a job well done is part of the unit's lead measures for the Wildly Important Goal of employee engagement.

session, where the brainstorming began. "We wrote all our ideas on flip charts and compiled them. We had a list for each WIG of what we wanted to accomplish - and initially came up with 14 different

lead measures. We then narrowed it down to three and we even decided to create two different styles of scoreboards for each WIG," says Julie.

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Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Overcoming challenges...continued from page 1

Since the 6 East team had already completed their original lead measures, they selected new ones for May to July.

For client satisfaction, the lead measures include:

- While providing patient care staff should introduce themselves
- Greet patients with a smile
- Talk to the patient during each interaction and explain their actions.

For employee engagement, the lead measures focus on:

- Thanking colleagues when they provide assistance
- Attending meetings on time and staying for the duration of the meeting (unless otherwise excused).

"These lead measures help to reinforce the importance of taking the time while providing care to reassure the patient, inform them of what we are doing, and talk to them during any procedure," notes **Estelle Cater**, registered practical nurse, 6 East. "Many of us were already doing this, but now these steps really become a critical part of our routine."

For staff to record their contributions to the lead measures, Julie created activity logs and chits which can be dropped into a box on the unit at any time of day, or sent to Julie by e-mail. She tracks their progress each Thursday.

"So far we are 'in the green' and this process has worked really well for our team. It has given everyone the opportunity to share their ideas and staff members are acknowledging each other on a regular basis for the great work that they are doing," Julie says. "I am not surprised, but I am very pleased with the cohesion of this

team. They are proud of each other."

As an added bonus to boost morale, the team shares a salad lunch just about every day and different staff members volunteer to contribute a salad ingredient or dressing. Julie notes that while this is not related to their lead measures, the idea was shared at a WIG session.

Apotex 6

Similarly with over 70 people working on Apotex 6 at different hours of the day, and days of the week, unit manager **Amy Rothwell** was faced with the challenge of how to reach everyone on her team. She knew she could not lead meetings for every shift, so she decided to run one weekly WIG session and mentored staff to run their own meetings. Practical nurse **Berma Donaldson**, personal support worker **Carmen Locquiao** and personal support worker **Ruth Taylor Farrell** lead one of the alternate meetings. "These experienced staff members have proven to be wonderful leaders to their peers, and through the 4 Disciplines process, they consistently go above and beyond their role," says Amy. "Since we have multiple meetings on our unit, we are all at different stages of this process, but ultimately working towards the same goals."

The Apotex 6 employee engagement lead measures encourage staff members to identify a strength in their peers and to identify how they contributed to team work on a daily basis.

For client satisfaction, staff members now ask their clients or their family member, at the end of

an interaction "is there anything else I can do for you?" They also ask family members "what can I do to enhance the care of your relative on Apotex 6?"

"I want to treat my residents just like my own parent, and since we started this approach, it's much easier to engage families in conversations about their loved one. This has made a tremendous difference in their confidence in us," states Ruth. She notes that many staff members come in before their shifts to take residents who do not have family members present outside for a bit of fresh air. "It gives me a good feeling to be able to lead the meetings, and work with my colleagues to generate more ideas of how we can all make a difference. When we put a smile on a resident's face, it makes us feel empowered."

One of the ways staff members are fulfilling their lead measures is with a compliment box on the unit. Staff, clients and family members are all invited to fill out a compliment card for a staff member and add it to the box. "We want to emphasize a focus on the positive, and this has been a successful initiative - many individuals are getting compliments from their own peers in addition to family members," says Amy, who photocopies the compliments and puts them in the staff members' files. "There is such positive feedback, and people feel like the environment has already changed."

Like Julie on 6 West, Amy points out that the 4 Disciplines has led to a other benefits as well, and Apotex 6 now has a social committee to organize monthly luncheons. "This process has created an opportunity to consistently come together," she says. **BM**

Nurse champions bring **best practices** to the bedside

Advancing Nursing Best Practices, a pilot collaborative initiative, is providing a consistent process for knowledge and skill refreshment that reflects current best practices by using nurse champions to share their expertise at the bedside. This is an initiative between the Complex Continuing Care (CCC) and Palliative Care units, Quality Risk and Patient Safety and the Registered Nurse Resource Team (RNRT). The initiative kicked off with a full-day workshop for the nurse champions on April 28, and all pilot units have benefitted from this peer shared learning experience.

"We wanted to develop a sustainable program to: provide learning at the bedside; enable the frontline nursing staff to systematically share their knowledge and skill; offer coaching to the champions through day-long workshops, while ensuring continued support, evaluation and sustainability," explains **Mary Lou Ip**, program director, Complex Continuing Care/Palliative Care. She adds that the clinical managers of these units are integral in assisting with promoting, facilitating and sustaining the knowledge incorporation into daily nursing practice.

Twelve registered nursing staff (registered nurses and registered practical nurses) champions from the CCC and Palliative Care units and the RNRT will participate in workshops which demonstrate current best practice throughout

the year. They "buddy up" to visit units and share the best practice knowledge from the workshop. The nurse champions are paired (usually a registered nurse and a registered practical nurse) with a colleague from a different unit to help bring diverse perspectives to the training.

This is also an opportunity for nurses to develop their own leadership skills, according to champions **Anna Yuniaeva**, RPN, 5 West, **Dorina Munteanu** RN, 7 West and **Amanda Andrews**, RNRT.

"This program is an interactive way for us to take what we learn and help to implement best practice on all units," says Amanda. Anna adds that the program opens up a dialogue about best practices, encourages nurses to implement evidence-based practices into the delivery of patient care and to follow the same systematic approach. While Dorina was initially shy to go to other units, she quickly realized the value of sharing knowledge with nurses she does not usually work with: "You can always learn from others - for example, the CCC units may perform physical assessment in a similar way, but Palliative Care brings expertise in pain assessment."

The clinical components of the workshops follow a "train the trainer" method and are led by **Zelalem Lome**, clinical educator, RNRT, **Gina Dolezel**, clinical manager, RNRT, and **Janet Montague**, clinical nurse specialist, Quality, Risk and

Patient Safety. The April workshop focused on "head to toe" physical assessment. Physical assessment can be considered a foundational skill from which findings can be applied to the individualized care for the patient. The workshop also provided the champions with a whole new set of teaching skills which included recognizing different learning styles and a variety of strategies for knowledge translation.

"The concept of champions is used a lot at Baycrest, as it is ideal for individuals to learn from their own colleagues and learn at the bedside," says **Lisa Sokoloff**, interprofessional quality specialist, Quality, Risk and Patient Safety.

Staff members find the champion-led sessions to be informative and helpful and presented in a clear, concise and useful way, and are looking forward to future sessions.

"While classroom or laboratory learning certainly has its merits, at the bedside learning offers nursing staff hands-on, practical knowledge exchange that is done in real time with actual patients," stresses Mary Lou. "This initiative also provides more clinical support to nurses. It refreshes their knowledge and skills, builds confidence and provides them with the most up-to-date techniques which will improve the day-to-day care they provide to our patients." **BM**

Protecting the privacy of patient and resident health information is everyone's business

You may have heard stories in the media recently about stolen hospital computers which contain the personal health information of patients. Such incidents, which can lead to a breach of privacy, are very serious for patients, but they can also lead to consequences for health care workers and the health care facility. At Baycrest, it is everyone's responsibility to ensure that clients' personal health information is properly protected.

It is important that all staff and volunteers be familiar with Baycrest policies on privacy (read them on the intranet under Policies/Administrative/Privacy). Employees should be especially careful about the type of information that is stored on mobile devices, such as laptop computers, personal digital assistants (PDAs) like Blackberries and USB keys. These can all be easily lost and are often targets for theft if left in a car or an office. For these reasons, clients' personal health information should never be on these devices.

"Taking the right steps to ensure that we protect patients' and residents' health records will reduce the risk of breach of privacy, which is positive for everyone at Baycrest," explains **Terrie Tucker**, director, e-Health and Baycrest's privacy officer. "The more prudent we are with how we access and use personal health information, the more we can uphold our commitment to deliver the best possible care."

"When individuals are doing their banking on their personal computer, or withdrawing money from an automated banking machine, they are very careful to make sure no one is watching them, to conceal their passwords and to protect their identity," adds **Wayne Harris**, manager, Technical and Customer Services, e-Health. "Staff members need to implement these same cautionary practices when they are checking or updating their patients' personal health information records at Baycrest."

Terrie explains that there are two golden rules that all staff should strictly follow:

- Access only the client information you need at that moment to provide care.
- Treat every client with the same respect you would want yourself or your family member to be treated with.

Baycrest provides education on breach of privacy through staff and volunteer orientation and Core Curriculum.

*If your Baycrest issued mobile device is lost or client privacy is breached in some other way, and any identifiable client information is lost, stolen or inappropriately accessed, report it immediately. Notify your manager and call **Terrie Tucker**, director, e-Health, at 416-785-2500 ext. 3443 or at ttucker@baycrest.org.*

Here is how you can protect the personal health information of patients /residents:

- Do not store (resident/patient) health information or confidential information on any mobile device including your laptop, USB keys, or personal digital assistant like a Blackberry. All resident/patient information should be stored on Baycrest's network - a secure system.
- Instead of carrying data home, dial in remotely. If you must view a patient's health information outside of Baycrest, it must be encrypted.
- Password protect sensitive files and mobile devices with a password that has a minimum of eight characters, upper and lower case letters and numbers. Protect your passwords by NOT writing them down. Never share your passwords with anyone, even your colleagues.
- Even if you work in an office, either lock or log off your computer when you leave it.
- Make sure you log off from all Meditech screens, even if you are leaving the computer for a moment.
- Do not have clinical discussions about residents and patients in public places like hallways, staff lounges or outside Baycrest.

Volunteers honoured at Dinner with Angels

Over 2,000 Baycrest volunteers were acknowledged during Volunteer Appreciation Week during May 31 to June 4. One special celebration was the Volunteer Appreciation Dinner with Angels, sponsored by volunteer Evelyn Weinrib, who can be found at Baycrest six days a week at the WA Café, the Creative Arts Store and the Palliative Care Unit.

“For over 90 years our volunteers have been a pillar of the organization. Baycrest has evolved from the Toronto Jewish Old Folks Home to one of the world’s premier academic health sciences centers focused on aging. Volunteers have been part of the fabric through assisting staff, leading programs and initiatives, participating in research and even friendly visits with clients, and will continue to be an invaluable part of Baycrest,” says **Syrelle Bernstein**, director, Volunteer Services.

Evelyn dedicated the dinner to her dog Angel, who volunteered at Baycrest for 10 years. “She was an example of the perfect volunteer - spreading joy to all, wherever she went. It is in her honour that I want this dinner to be called Dinner with Angels. For what all of you do is an example of the best that can be given,” said Evelyn in her speech.

“We are not ‘JUST’ volunteers. Through serving as a volunteer for the past ten years, I have



Volunteer Evelyn Weinrib (second from left) is thanked by MPP Eglington-Lawrence Mike Colle, **Syrelle Bernstein**, director, Volunteer Services and **Dr. Bill Reichman**, Baycrest president and CEO.



Volunteer Nancy Posluns, recipient of the first Judy Gwartz Volunteer Leadership Award, is congratulated by Baycrest psychologist **Dr. Brian Richards**, Jack Gwartz and **Dr. Bill Reichman**.

become very aware of how important we are to the smooth functioning of an institution.

Here at Baycrest, staff and volunteers work together in many diverse roles - they serve

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Volunteers honoured...continued from page 1

on boards, raise funds, organize and supervise events, feed the elderly, help in culture, the arts, sports, recreation to serve one end - the well-being of the residents. We also personally gain from volunteering by meeting new friends or learning a new skill."

This year the first Judy Gwartz Leadership Award was presented to Nancy Posluns. Judy Gwartz was an active and respected volunteer at Baycrest and throughout the community, and this award in her honour recognizes a volunteer who demonstrates leadership skills.

The 2010 William Kagan Youth Achievement Award was presented to Laurel Tam by Youth Council members Daniel Sigoreo and Shi Qiu at the event.



Youth Council members Daniel Sigoreo and Shi Qiu present youth volunteer Laurel Tam with the William Kagan Youth Achievement Award as Dr. Reichman looks on.

Searching Google & Google Scholar Effectively



This 60 minute workshop will give you a greater understanding of how Google & Google Scholar work and equip you to search them more effectively.

Who Should Attend:
Any Baycrest physician, staff

member or student on placement/rotation.

Thursday, June 24, 2010
2:00 pm - 3:00 pm
Computer Training Room,
Room BE06, Basement
OR

Wednesday, June 30, 2010
11:00 am - 12:00 noon
Computer Training Room,
Room BE06, Basement

How to register:

Email: Send an email to mmcdiarmid@baycrest.org
or
Call Mary McDiarmid at
416.785.2500, ext. 2353

TanenbaumCHAT / Baycrest partnership enhances quality of life for clients and students

An intergenerational program created just for Baycrest has grown into a successful community partnership uniting seniors and high school students. Over the last three years, the WYN (What You Need) Program, established by the Wallenberg campus of TanenbaumCHAT (Community Hebrew Academy of Toronto), has become integral to maintaining Jewish culture and traditions at Baycrest.

The WYN program began when TanenbaumCHAT guidance counsellors Jeremy Cohen and Rob Fishbaum wanted to create a unique volunteer experience for some of their students. With over 800 students, TanenbaumCHAT has high academic standards and offers many volunteer programs that go beyond the curriculum.

"If students are going to be engaged in something beyond their studies, it has to be meaningful and have an impact on the community. We wanted to provide an opportunity to work with seniors, and immediately thought of Baycrest as a natural fit," says Jeremy, whose wife **Judith Cohen** is a social worker at Baycrest. Jeremy and Rob approached **Bobbie Cohen**, coordinator, Culture and Heritage, and **Janis Sternhill**, coordinator, Volunteer Services to discuss the possibility of a permanent program. "Baycrest was very welcoming, and our initial discussions included brainstorming ideas of how to integrate students from



Students from the WYN Program at TannenbaumCHAT entertain a Baycrest client during the "Show of Talent."

Grades 9 to 12, regardless of their strengths and talents, into existing and new programs," Rob adds.

After much planning, the WYN Program kicked off with the "Show of Talent" in the Winter Garden. Over 50 students participated in a variety show which featured dancing, singing, and performances on the piano and guitar. Even the students who did not perform mingled and talked with the clients, ensuring they were engaged in the event.

Aside from entertaining Baycrest clients annually with their "Show of Talent," the WYN Program has been a part of every Jewish holiday celebration and notable occasion at Baycrest throughout the year. The students facilitate

songs and prayers during religious services, help to lead Passover Seders, and serve refreshments at events like Café Europa. Some of the students are learning Yiddish, which is not part of the school curriculum, as a way to communicate with Baycrest clients.

"What we see are kids with a very strong desire to do the right thing, who all want to give back to their community," says Rob. "After they spend time at Baycrest, they return to school very energized, talking about their experience for the rest of the day."

"There is very positive feedback from clients and family members about how Baycrest facilitates the inclusion of Jewish children

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Baycrest Music Society gives farewell performance

After 10 years of entertaining hundreds of Baycrest audiences, the Baycrest Music Society give its final performance in the Winter Garden on Monday, June 21.

The Baycrest Music Society was established by **Regina Jokel**, speech language pathologist and scientific associate at the Kunin Lunenfeld Applied Research Unit, who always sang with various groups and choirs. With a full-time job and a young family, she wanted to find a way to maintain her singing at Baycrest. Professional music director **Matthew (Maciej) Jaskiewicz** led the Music Society, and more than 30 people were recruited for the first season.

“It was very refreshing to discover that there were others at Baycrest who shared my passion for music. Aside from creating good music, being part of the singing group helped us all fulfill basic human needs. It re-

energized after a long day at work, fostered friendships, developed talents, and, most importantly, allowed us to give back to the community,” says Regina.

The Music Society was open for all Baycrest staff members and volunteers who wanted to bring the joy of music and song to others. Over the years, many members would also play their own musical instruments at the performances.

The Music Society decided to now disband due to diminishing membership and conflicting schedules. However, just like some famous rock groups, the choir may come together once or twice a year for a special event.

“Baycrest has always been special and unique in the way it values and supports the arts. Music has been a large part of every holiday celebration and special occasion, and music therapy is used in many

programs,” says payroll specialist **David Grimbly**, Music Society accompanist. “The Music Society played an integral part in the awareness of the importance of music in a health care setting.”

Baycrest Music Society Final Performance

Monday, June 21
1:30 to 2:20 p.m.
Winter Garden

All former and current choir members are invited to participate in the final performance and to a celebration party afterward. For more information please contact David Grimbly at 416-785-2500 ext. 2523 or at dgrimbly@baycrest.org.

TanenbaumCHAT...continued from page 7

from the community into Baycrest cultural events,” says **Bobbie Cohen**. “This is an opportunity for these students to realize their roots and to learn from their elders as well. Our clients beam with pride when they see the younger generation carry on familiar traditions.”

The WYN Program has paved the way for other TanenbaumCHAT initiatives, like the Writers Craft

Program for advanced English studies students. The students interviewed Apotex residents and wrote about their life story. One student kept in touch with her resident (who reminded her of her own “bubbie”) by phone even after her writing project was finished.

Jeremy and Rob both recognize the great leadership skills the WYN program offers to students

and see its life-long impact. “This is a future generation of professionals - and they are looking at Baycrest as a medical, social work, nursing and research model - I would not be surprised if some of our students end up at Baycrest in a professional role because of their initial exposure through the WYN program,” Jeremy concludes. **BM**

Apotex implementing Long-Term Care Homes Act 2007 regulations

In late March 2010, the Ministry of Health and Long-Term Care finalized regulations under the *Long-Term Care Homes Act, 2007* and set the date of regulations. Effective July 1, all long-term care facilities, including the Apotex Centre, Jewish Home for the Aged, are legislated to meet these regulations.

The focus of the Act is to improve the quality and safety of care for residents in long-term care homes, enhance protection of residents' rights and guide long-term care homes in providing resident-centered care in a safe, home-like environment.

"We are pleased to say that in many of the regulated areas we are compliant and others just need refining, clarification or development," explains **Moyra Vande Vooren**, executive director of the Apotex. "Leaders and staff from various areas across Baycrest have been working hard over the past two months to ensure Baycrest meets the legislation."

Staff on the clinical care units will see changes in care planning and clinical processes as well as in evaluation of programs and services. Apotex unit directors will be educating their staff on the new regulations.

Information about changes in the legislation for residents and families

All the legislation impacts client care, but there are some especially important new rules that residents and families should be aware of. They include:

Leave of Absence (LOA)

Beginning July 1, 2010 residents who require a medical leave of absence from the Apotex will be allowed to be away for 30 days. Residents who require a leave of absence for psychiatric reasons will be allowed 60 days. If a resident is away for more than the allotted time, he or she will be discharged from the Apotex. However, the new rules also state that residents who have been discharged from long term care for this reason will be marked as a priority on the Community Care Access Centres list for readmission to the home they came from.

Medications

The new regulations aim to reduce risk of error and ensure accuracy. Therefore, there are rules that all medication that is administered must be recorded in the resident's chart and that all medications prescribed by a physician must be supplied through the Baycrest Medical Pharmacy. Residents and family members can no longer bring in prescribed medications

(including prescribed natural health products) dispensed by other pharmacies.

If you are bringing in over the counter (non prescription) natural health products, please be aware that these products can interact with medication prescribed by your physician. Please inform a member of your health care team before taking these products as they must be approved by a Baycrest physician and our policy on self-medication must be followed.

Bill of Rights

The Bill of Rights has been expanded from 19 to 27 elements. Revised plaques of Bill of Rights (in English and French) will be posted outside the elevators on the main floor of the Apotex. The Bill of Rights will also be available on the family page at www.baycrest.org

For more detailed information about all of the above changes, speak with your unit director or go to the family page at www.baycrest.org. To read the complete Act go to http://www.health.gov.on.ca/english/public/legislation/ltc_homes/ltc_homes.html.

G20 Summit

Toronto is hosting the Group of Twenty (G20) Summit on Saturday and Sunday, June 26 and 27, 2010.

Baycrest does not expect to be greatly impacted by the G20 as we are not in the downtown core where the summit is being held. However, there will be restricted traffic routes in the downtown

core that will cause disruption on roadways throughout the GTA. Traffic disruptions are expected to start as early as Thursday, June 24.

All employees play a critical role in the care and service we provide to the clients of Baycrest. Please ensure you are aware of any traffic delay or

route disruptions that could impact your travel time and route to Baycrest. Visit the City of Toronto website at www.toronto.ca/G20/index.html and tune in to media traffic reports.



Baycrest Boardwalk What's *your* pace?

Have you registered yet?

Monday, June 28 at 5:00 p.m. immediately following the Baycrest Annual General Meeting. Join us for a short stroll around our campus, complete with a checkpoint snack of herring and schnapps and a down-home barbeque at the finish line.

You are eligible to win great weekly prizes just by registering and by successful fundraising!

Congratulations to Wendy Crisp, nurse, Occupational Health and Safety and Nigel Gopie, research fellow, who win a \$25 gift certificate to Steve's Restaurant just for registering!

Register at www.baycrest.org/boardwalk

Boardwalk off-line sponsor forms can also be picked up at different locations around the campus (the Cafeteria, the WA Café, the information desk and many of the entrances), or simply contact the Baycrest Foundation by calling 416-785-2500 ext. 2035.

Violence in the Workplace

- Monday, June 21 to Wednesday June 30

All staff who have not already received training on their units are asked to go to the intranet to view an on-line presentation related to violence and harassment in the workplace and

complete the tracking sheet. The presentation will address questions about what constitutes violence and harassment, how to summon help and how to report incidents.