

Baycrest Matters

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

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Baycrest is fully
affiliated with the
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Still sweethearts



Romance is still alive at Apotex Jewish Home for the Aged. Apotex 2 resident Abe Nish surprised his wife Lillian, who lives on Apotex 5, with bouquet of roses for on February 14. The couple met when Lillian was 16 and Abe was 17 and have been married for 62 years. Many Baycrest staff, volunteers and clients wore red in honour of the day and it was obvious that love was in the air.

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Stroke Recovery Group fundraiser

Members of the Stroke Recovery Group celebrated February 14 by raising \$413.00 for the Heart and Stroke Foundation. The group holds an annual fundraiser at the Wagman Centre and this year's event included a raffle and a "Jelly Beans Guessing Game." The raffle included a hand-knitted baby blanket and two paintings by Harold Bonaparte, a stroke survivor who has been attending the Stroke Recovery Group for several years. Harold recently created these paintings with the use of one eye and his left hand (he was right handed before his stroke).

The Stroke Recovery Group is a program for stroke survivors which integrates movement activities with discussion exploring issues related to living with

the outcomes of a stroke. The program is based on a wellness model for health and incorporates creative arts therapy techniques, encouraging expression through music, movement and words.

Dance therapist **Debbie van der Laan** has worked with stroke survivors for the past 19 years at Baycrest's Wagman Centre. "Dance, movement, music and art therapy offer opportunities for people to reconnect with themselves. Even if the person was not particularly artistic before the stroke, their use of creativity can help to strengthen certain skills, or to discover new ones," she explains. "When I look at what Harold has accomplished, and how far he has come, I am truly amazed."

The Stroke Recovery Group meets once a week at the

Wagman Centre. For more information please call Debbie at 416-785-2500 ext. 2263.



Dance therapist **Debbie van der Laan** sticks a red heart on stroke survivor Lina Diez.



Members of the Stroke Recovery Group raised funds for the Heart and Stroke Foundation as they stand in front of an information board prepared by Lisa van der Laan, daughter of Baycrest dance therapist **Debbie van der Laan**. Pictured from left to right: Jenny, caregiver, Edward Bhim, Ruth Cait, Ignaz Frank, Debbie van der Laan and Margarit Frank.

Donation to 6 West was in the holiday spirit

Every now and then, the kindness of strangers, takes Baycrest staff by complete surprise. **Mary Lou Ip**, Program Director on 6 West, the Shirley and Philip Granovsky Palliative Care Unit, can attest to that. Months after a valuable piece of equipment went missing from the unit, Mary Lou received a phone call which would bring a great gift. The call could not have come at a better time, since it was Christmas Eve.

Last year, Mary Lou and her team arranged to purchase one CADD (Continuous Ambulatory Drug Delivery) pump, a portable, battery operated pump designed to deliver medication to patients to help alleviate pain, nausea, or other symptoms. It is programmed to give a prescribed amount of medication. It also allows patients to deliver breakthrough doses of medication.

"The advantage of CADD pumps is that they can really provide the patient with autonomy and offer them some sense of control with their symptom management. They can be used by patients while they are up and about and some patients who come to Baycrest from acute care centres or from home are already familiar with them," explains Mary Lou. "There is also a time-saving component for nurses as well. Once the

patient is set up on the pump and trained how to use it, then they are less reliant on the nursing staff for medication administration."

Mary Lou and her team worked for months to draft the policies and procedures and prepare the staff education and training before they purchased the pump last Spring. "Then it went missing. So much time and effort, not to mention the cost (each CADD pump costs about \$5,500 excluding accessories) that went into finally having an alternative for our patients in addressing symptom management. It was such a disappointment to everyone," Mary Lou says grimly.

In a conversation with the pump's supplier, Mary Lou mentioned that their one CADD pump was missing. The supplier passed this information on to Pat Trozzo, Site Manager, Pharmacy Program, at Cancer Care Manitoba. The facility had recently upgraded their equipment and had eight CADD pumps which were not being used. On December 24, just as Mary Lou's thoughts were turning to holiday plans with her family, she received Pat's phone call. He offered to send the eight pumps to Baycrest free of charge.

"I could not believe this incredible generous gift. As an added bonus Pat offered to ship them out right after Christmas," exclaims Mary Lou. "When Pat confirmed this by e-mail, I printed it to share with the entire 6 West staff. Since the patients will benefit from the availability of eight pumps, this donation surely enhances our program."

In light of the experience with their initial pump, a security protocol is being developed. There is a tentative plan to have the staff retrained in the next few weeks with the launch of the pump by the end of March 2008.

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

February 11, 2008

Dr. William E. Reichman, Baycrest President and CEO

February 11 marked the first day of our new Program Management model with positions, titles and accountabilities formally changing—but also with much left to do to get us through full implementation.

In mid January all of our Leadership team came together for an afternoon to assess our readiness for today. The consensus of the nearly 100 attendees is that while there are many things to work on, we are ready to move ahead.

If you go to our Intranet site home page you will see the new section called Organizational Approach and this includes critical documents such as the Overall Transition Path identifying critical pre-Day 1 and post-Day 1 milestones. This is a high level path that is broken out in a much more detailed implementation plan. The oversight of that plan is now in the hands of a "Program Management Change Leadership Team", chaired by **Joni Kent**, VP of HR/OE and with membership from the Directorship of the Clinical and Residential Portfolio as well as representatives from other areas. Their role between now and the late spring is to lead the transition to the new model, making decisions related

to the implementation and operationalization of program management; providing oversight for operational and change-related initiatives to support the change; and identifying information or emerging issues that require the executive team's input. The group meets weekly and a summary of their minutes will also be posted on the intranet for everyone to see and learn from. At their first official meeting they discussed: Details around the organizational structure for the portfolio of Clinics, Community and Residential—this is a very large Program and one that is extremely important given it is where essentially all of our non-inpatient services reside and where there will definitely be a great deal of development in the future given the emphasis on "Aging at Home". The group is advising on how to structure that program for success.

A thorough process to "map" all of our administrative support staff within the program management model—something that will be done over the next month or so and will take many factors into consideration to ensure everyone is in the most suitable position. In the meantime these team members will

be in interim reporting relationships.

The Executive Team is now focused on developing the processes to assess and address the outcomes of our external review processes and internal self assessments (accreditation and listening tour).

We are looking at outcomes under theme headings of:

- ♦ Organizational Structure Clinical, Residential
- ♦ Care Delivery
- ♦ Operating Processes and Systems
- ♦ Physical Layout/Facilities
- ♦ Leadership and Staff Development

Under each of these areas we will develop detailed action plans to address a number of opportunities to improve our effectiveness. Our move to Program Management, for example, is a major task we have initiated under "Organizational Structure". Also under this same theme, a small workgroup of staff are now reviewing our committee structure (ad hoc and standing) and will be recommending how we can make our committees even more effective and perhaps, less time consuming for so many of our staff.

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Music Therapy Week March 10 to 14 "Sing, Drum, Play"

Whether you are having a stressful day or not, you will feel more relaxed by visiting the Music Therapy information booth outside the Cafeteria Monday to Thursday to learn more about how music enriches the quality of life of our clients. Play "Don't Forget the Lyrics" and enter our contest to win a Theracalm CD.

Please join us for the following special events:

"Drum Talk"
Tuesday March 11,

12:00 p.m.-12:45 p.m.
Wortsmann Hall

Melt away stress by improvising on voice and percussion. No previous experience necessary. Just a desire to have fun and play! Please RSVP to **Amy Clements-Cortes**, ext. 2304; aclements@baycrest.org.

Music in The Winter Garden
Wednesday March 12, 10:00 a.m.-4:00p.m
Apotex

This event will feature piano performances by four pianists from 10:00 to 11:30, and 3:30-4:00. In addition there will be a sing-along for clients at 1:30 with Nicole, Amy and Talia. The Baycrest Music Society will perform at 2:20, followed by Thrilling **Takako Fujioko's** (Rotman Scientist) Trio.

Why not find the time to grab a coffee at the WA café and listen to a few minutes of some beautiful music?

Worth Repeating...Continued from page 4

Essentially, we are now in what can be called Phase II of our Performance Evaluation and Strategic Enhancement process. It is critically important that we all share the same understanding, not just of where we are going but how we are going to get there—and that is what this diagram attempts to describe.

I have now started to hold Lunch and Listen sessions—the first being 10 days ago. I really enjoyed the discussion I had with the 10 people who attended. I received some excellent insight and feedback on how we can best communicate across the organization; the acceptable pace of implementation for our change (people are keen to see us move ahead thoughtfully but also swiftly); and a basic temperature check on the state of engage-

ment among staff. I am looking forward to meeting and lunching with another group at the end of February.

As I have previously mentioned we have now formed a search committee for the new VP, Residential and Community Programs. One of our Board members, Bonnie Freedman, has agreed to chair the committee. Other members include a few of our senior level executives, another Board member, a representative of our clients and families, and one of our volunteers. Janet Wright and Associates, a major Canadian executive search firm has been engaged to assist us. We anticipate searching across North America to find the very best candidate that we can.

Clearly we have much on the go—all of which is layered on top

of the most important thing we do and that is providing excellence of care to 2500 people a day. Of late, I have had the opportunity to meet with a number of our political and community leaders, and the one thing they consistently say to me is how outstanding Baycrest is in its field with a well earned reputation as the innovator in aging. Today we take a big step forward in continuing to improve the work of our wonderful organization.

Bill
<http://intranet/ceo/>

Living our values

- Breda Chug says goodbye to Baycrest

When she visited Baycrest for the first time, Director of Therapeutic Recreation **Breda Chug** knew she wanted to work here. After 27 years at Baycrest, she has seen many changes in the organization and in the field of Therapeutic Recreation. Now that she is leaving at the end of February, and she reflects back on her career, what surprises Breda the most are the changes in herself.

Before joining Baycrest in 1980, Breda was a social worker at Saint Joseph's Villa, a home for the aged in Dundas, ON. She wanted to learn more about geriatrics and her supervisor encouraged her to visit Baycrest. "I came here for a tour and I immediately wanted to work here. One of the things that I was shown was the Sukkah (a temporary shelter used during the Jewish holiday of Succot), and as a non-Jewish person I was so impressed with the sense of community and heritage that was here," reflects Breda.

Fortunately, a position soon became available and Breda joined Baycrest Hospital as a social worker in the Group Services Sector. Part of her job included arranging student placements and through this task she learned of therapeutic recre-



Breda Chug, Director of Therapeutic Recreation will retire this month after 27 years at Baycrest.

ation, an emerging professional field. With one other colleague, Breda developed programming and over time her role evolved to Assistant Director of Social Work in charge of therapeutic recreation programs. As positions became available with the opening of the new hospital in 1986, the Therapeutic Recreation Department continued to grow and develop.

With the arrival of former Baycrest President and CEO

Steve Herbert, the centre's organizational structure was revised and therapeutic recreation services were amalgamated centre wide, with Breda assuming responsibility for recreation services in the Hospital, JHA, the Terraces and Wagman Centre. Additionally, Breda assumed responsibility for providing professional development for all recreation staff in the centre.

As defined by Therapeutic Recreation Ontario, therapeutic

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Living our values...Continued from page 6

recreation is a process that utilizes treatment, education and recreation participation to enable persons with physical, cognitive, emotional and/or social limitations to acquire and/or maintain the skills, knowledge and behaviours that will allow them to enjoy their leisure optimally, function independently.

“Therapeutic recreation aims to meet the needs of clients through individual, planned, purposeful interventions. A game of Bingo, for example, is not just a game, it is supporting eye-hand coordination, movement, number recognition, language skills and of course, socialization,” says Breda. “All therapeutic recreation programs are developed to fall into one or more modalities: cognitive, emotional, social, physical or spiritual.” It is a profession that is very integrated with both clinical and support services, including housekeeping, physical plant and catering. Recreation professionals work closely with many staff including nurses, social workers, occupational therapists, physiotherapists, speech language pathology and volunteers.

Breda admits that the strong relationships she has formed with clients, families, staff and volunteers are most valuable to her and has led to her success in a management position. She credits that to always maintaining a positive attitude: “I am

someone who always sees the cup half full. If there is an issue that we have to deal with, I believe that if we just put our heads together we will be able to come up with a possible solution.” Director of Volunteer Services **Syrelle Bernstein**, who has worked with Breda for 12 years, agrees: “Breda has been a special person for all of us in the Volunteer Department both staff and volunteers. She personifies collaboration, partnership, support, team member, enabler, advocate and most of all special friend. She always has the importance of quality of care for our Baycrest clients as number one on her everyday agenda.”

One of Breda’s most rewarding experiences at Baycrest includes her time spent as facilitator of the Residents’ Advisory Counsel. “The opinions of the counsel members really help make Baycrest a better place. I am glad that I have been able to help move their suggestions into actions.” Breda also appreciates the opportunity to learn about Jewish culture and values: “The respect for elders, the sanctity of life, and the emphasis of continuous learning are all aspects of Judaism that have impacted my own life.”

Breda will miss all the people whom she has formed close relationships with over the years and plans to keep in touch with many of her colleagues. Her husband Mosh Chug will play in the upcoming Baycrest International

Pro-Am Hockey Tournament, which she says will be a great way to stay connected to Baycrest. “After 27 years there is no way of really saying good-bye,” she says, smiling. “I may be leaving, but Baycrest will not be leaving me. Baycrest will always be in my heart.” **BM**

Hand hygiene is high priority

When you enter Baycrest, do you remember to clean your hands before proceeding to your work area? If not, then you are potentially bringing in billions of germs that can be harmful to Baycrest clients, your colleagues and even yourself. Since hand hygiene is one of the cornerstones of infection prevention and control, which has been identified as a high priority at Baycrest, it is a good idea to get into the hand washing habit.

To heighten awareness and improve compliance with hand hygiene, Baycrest’s Infection Prevention and Control team (IPAC) and nursing staff developed important new tools including hand hygiene education, awareness, social marketing and new and improved alcohol hand rub available throughout the centre. All of this has been done within the framework of Hand Hygiene Pilot Projects that have already been completed on all Apotex floors and most of the units in the Hospital.

The work on improvement of hand hygiene does not stop there. Baycrest has recently become a World Health Organization’s complementary site to test new tools and strategies for cleaner and safer care. Many of these will soon be put to work at Baycrest. One of the next steps is interactive exercises where care team members will be offered hands-on training

by practicing hand hygiene in various scenarios involving everyday situations.

“Infection prevention and control is the responsibility of everybody, regardless of your role at Baycrest. Compliance with hand hygiene is the most important and effective infection prevention and control strategy, but has been, and continues to be, unacceptably low among health care providers in Canada and worldwide,” stresses **Chingiz Amirov**, Director, Infection Prevention and Control.

Chingiz explains that illnesses like SARS, outbreaks of clostridium difficile in Quebec

and Ontario, and the increasing number of infections with antibiotic resistant organisms in the community and in health care settings, are serious indicators of the need for ongoing reminders about using infection prevention and control measures to lower the risk of becoming ill and spreading it to others. “Our practices can make a difference in controlling infections at Baycrest. Through all our efforts, we can create a safer environment for everyone,” adds Chingiz. **BM**

CLEAN HANDS
Make A Difference !

Proper hand hygiene
 is the single most effective
 way to prevent the
 spread of infections.

Baycrest Enriching Care
 Enhancing Knowledge
 Enlightening Minds

Baycrest publication to be launched in Israel

The expertise of Baycrest continues to be felt around the world. Last week senior social worker **Paula David** was in Israel for the launch of the Hebrew edition of Baycrest's *Caring for Aging Holocaust Survivors: A Practice Manual*. The launch was part of a one-day conference organized by JDC-ESHEL, the Association for the Planning and Development of Services for the Aged in Israel.

Caring for Aging Survivors of the Holocaust: A Practice Manual is reflective of Baycrest's world-renowned expertise in caring for aging Holocaust survivors and is intended for health care professionals, support staff and fami-

lies of aging survivors. The manual is designed to sensitize and educate caregivers about the challenges presented by this special population and provides invaluable advice and strategies that can be adapted to help victims of any war or genocide.

"Our aim is to help caregivers provide the most sensitive care possible and thus enhance the quality of life for survivors everywhere," says Paula, who spearheaded the project as Baycrest's Holocaust Resource Coordinator. Several Baycrest health care professionals contributed articles and their own expertise to the manual.

While in Israel, Paula also met with faculty members from the University of Haifa Gerontology Program to facilitate a joint Collaborative Network on Aging Holocaust Survivors. She also had the opportunity to meet with professionals that she met earlier this month through tele-health Neurology Rounds. "This was an exciting trip with some great learning and sharing opportunities," says Paula. "It is always a terrific experience to present Baycrest to our colleagues around the world and to actually see the impact of the work that we do."

The Consul General of Israel, Amir Gissin, visited Baycrest and Mount Sinai Hospital on Feb. 11. At Baycrest he participated in a live videoconference with Middle East directors of the Canada International Scientific Exchange Program (CISEPO) and eHealth coordinators. He also learned about Baycrest's missions to Israel to exchange knowledge with professional colleagues in healthcare. Joining the Consul General on his Baycrest walkabout are (left to right): Telehealth coordinator **Tim Patterson**, **Rabbi Doctor Norman Berlat**, Baycrest President and CEO **Dr. William E. Reichman**, Consul General of Israel Amir Gissin, Dr. Arnold Noyek (director of the Peter A. Silverman Centre for International Health), and **Dr.**



Morris Freedman, Head, Division of Neurology, Baycrest.

Baycrest honours staff for service milestones

Every year, employees who have completed milestones of five, 10, 15, 20, 25, 30 and even 35 years of service, and retirees, are honoured at the Annual Recognition Luncheon. Baycrest is proud of the number of staff members who choose stay on for so many years and to dedicate so much of their time and talent to a mission of improving the lives of the elderly, through compassionate care, through a passion to generate and share new knowledge and through a focused effort to keep Baycrest operating 24 hours a day, every day.

Here are the staff who will be honoured at the luncheon on February 22:

5 years of service:

- Andrew Agor
- Edna Albarracin
- Nilo Ang
- Petko Anguelov
- Arthur Arindaeng
- Eddie Austria
- Jonil Baranda
- Timothy Bardouille
- Suferlyn Bennett
- Simon Berkovsky
- Marsha Berry
- Beverley Bhola
- Esther Biney
- Phoun Bounsong-Hughes
- Wilkin Chau
- Isabel Coelho
- Victor Couto
- Jennifer Cross
- onuzilia Da Silva

- Elmira Davidova
- Beverly Devins
- Fredricka Distin
- Karen Donaldson
- Shannet Dunkley
- Normalin Edmondson-Jones
- Marilyn El Bestawi
- Pam Feldman
- Perlie Fernandez
- Robert Ferraro
- Paula Fragomeni
- Shawna Funston
- Rivka Gellis
- Dr. Cindy Grief
- Dr. Daphna Grossman
- Danijela Gvero
- Mindy Halper
- Patricia Howard
- Manola Hoxha
- Monique Iannacito
- Tina Kubay
- Peter Gay Lambert
- Shirley Lee
- Rochelle Little
- Dr. Danny Lovatsis
- Jill Luchini-Panousis
- Marina Mandic
- Claudette Mckenzie
- Lucy Medeiros
- Lidia Medeiros
- Fatima Morais
- Teresita Mutia
- Mikhail Noer
- Titilayo Oluyemi
- Rose Oribe
- Comfort Owusu
- Louisa Owusu-Agyekum
- Anda Pacurar
- Dr. Hasumukh Parmar
- Joan Patterson
- Gloria Pickering
- yacheslav Pinkhasov

- Ana Plotkin
- Lois Powell
- Lincoln Powell
- Donna Pressman
- Debbie Proulx
- Ulette Robinson
- Kathleen (Lisa) Rodriguez-Tam
- Iosif Rubinshteyn
- Rhonda Seidman-Carlson
- Jimmy Shen
- Paulette Sibblis
- Michelle Small
- Sandra Smith
- Tamara South
- Liliana Spadafora
- Cara (Carita) Spencer
- Shirley Taasin
- Cindy Tavener
- Haile Tesfu
- Carol Thompson
- Aida Trines-Mercado
- Natalia Tsarenko
- Alexander Turingan
- Beverley Vanhanen
- Natella Vekselshstein
- Carmen (Maria) Walsh
- Patricia Watson
- Michele Watts
- Alanna Weill
- Camille Wollaston
- Uril Yakubov
- Nana Yeboah
- Svitlana Yerychuk
- Anna Zawistowska

10 years of service:

- Jennifer Aquino
- Stacey Bergman
- Michael Campbell
- Dr. Gabriel Chan
- Kelly Connelly

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Baycrest honours staff...Continued from page 10

Dr. Aidlee Craft
Lydia D'Emilio
Mark Elfan
Mindy Goodman
Dr. Nasir Jaffer
Gloria Jessop-Haynes
Dr. Myles Margolis
Iain Mckinnon
Tamara Ostritsky
Susana Pasion
Gina Peragine
Marilyn Reed
Dr. Marsha Rosenberg
Leslie Rosenthal-Burnett
Prathiba Shammi
Claire Taasin Lau
Sharan Thicke
Alexandra Thompson
Louise Turcotte
Patricia Van Roon

15 years of service:

Dorcas Acosta
Delores Black
Carlton Brown
Gloria Butler
Sylvia Campbell
Deborah Cohen-Benudiz
Caryl Eugene
David Grimblay
Nela Karagach
Monica Lee
Dr. Mortimer Mamelak
Roza Melikhova
Hugh Meurling
Lyubov Pinkhasov
Ivgenia Rabinovich
Dr. Matthew Robillard
Dr. Gili Rosen
Marjorie Sewonu
Maryam Sheshkalani
Kathryn Stokes
Daniela Teti
Endel Tulving
Tina Waisglass
Gordon Winocur

20 years of service:

Yvonne Alleyne
Dana Bach
Marina Balagula
Rabbi Dr. Nachum Berlat
Mozelle Bir
Elizabeth Biskupski
Christina Black
Patricia Calla
Ermelinda Calma
Audrey Castle
Darlene Cattaruzza
Dr. Mark Cheung
Dr. Walter Cohen
Marissa Cortes
Bephanie Danguedan
Caroline Deriet
Sandra Dixon
Lillian Ennis
Paula Ferreira
Edna Garcia
Idalina Gomes
Ruth Goodman
Grace Graham
Karen Grauer
Winston Harry
Sheryl Head
Rohan Holdsworth
Elizy John
Berta Leticia Kierdal
Valerie Knibb
Ken Kowalchuk
Louisette Lamy
Heather Lisner-Kerbel
Danny Lutkiewicz
Gloria Medina
Andrea Meghie
Lunalee Moxam
Sylvia Nathanson
Janet Nichol
Clara Nisan
Alexandra Novak
Lesley Patterson
Juanita Ramos
Sita Reis
Melodia Rivera
Hyacinth Robinson

Dr. Douglas Ryan
Ronald Sabado
Debra Scott
Neil Shepherd
Philip Sidon
Joan Stephenson
Olive Walcott

25 years of service:

Helen Braun
Estelle Cater
Ruti Enoae
Manuel Igarza
Deborah Parris
Catharine Phair
Rabbi Arnold Turin

30 years of service:

Concetta Dipiero
Prabhoutie Dyal
Pedro Temoche

35 years of service:

Roddy Gill
Doreen Kaufman
Nancy Rieger

Retirees:

Nina Baltzan
Irit Bretholz
Wai-Han Duketovsky
Dr. Michael Gordon
Ruth Hay
Stephen Herbert
Jean Hunter
Remedios Lintunen
Svetlana Mikhailov
Anne Murrell
Iris Ramotar
Joseph Rosenzweig
Margaret Samuel
Bebe Ulla

Announcements

The Purchasing Department welcomes **Joanne Nicholson**, who joins Baycrest as Senior Buyer beginning February 25, 2008. Joanne brings over 14 years of progressive experience in procurement. Joanne has worked at the Bridgepoint Health since 2005 as a Purchasing and Contract Specialist. She has also previously worked as a Senior Buyer at Shared Healthcare Supply Services (SHSS) and Contract Assistant at HealthPRO Procurement Services Inc.

The Occupational Therapy Department welcomes Occupational Therapist **Kristen Kee**. Kristen has already started at Baycrest and is part of the inpatient psychiatry service.

Congratulations to **Tatiana Rocha-Widmer**, Telehealth Coordinator, who was appointed as a member of the Council for the CST International SIG. In this role, Tatiana will be obliged to participate in meetings pertaining to International Telehealth. This is of specific interest to

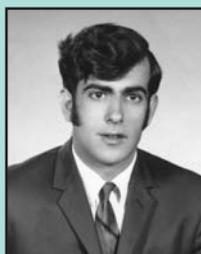
Baycrest with the ongoing CISE-PO Middle East programming under the Peter A. Silverman Global eHealth Program and planned initiatives with Spain and others. Tatiana's representation within this committee will ensure that Baycrest and PASGeP initiatives are well recognized across the country.



Blast from the past!

This young man was photographed with his family's Pontiac Stratochief in the early 1960's, Now in his 50's, he is all grown up and has been at Baycrest for many years. Any guesses? If you are right you could win a little prize. Send your guesses to **Joan Mortimer** at mortimerj@baycrest.org or call her at ext. 2952. If there is more than one correct guess then a name will be drawn for the winner.

If you would like to reveal what you once looked like (as an adorable baby, dressed in bell bottoms or a mini skirt, 30 pounds thinner or with hair), then dust off those old photos and send them to **Joan Mortimer**, editor, Baycrest Matters at mortimerj@baycrest.org



Now the answer you have been waiting for. No, it is not **Dr. David Conn** (the most popular incorrect guess), it is **Joe Medeiros**, Director of Housekeeping, Laundry and Linen. Congratulations to **Joe Ferreira**, Unit Clerk, Apotex 4, who is the winner of an Umbra picture frame. Joe's name was drawn from the many people who guessed correctly.