

# Baycrest Matters

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

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

Baycrest is fully affiliated with the University of Toronto.

## Baycrest presents: **In Conversation...** **Heather Reisman and Dr. John Ratey, MD**

Monday, May 5<sup>th</sup> from 12:00 - 1:00 p.m.  
Winter Garden

Indigo's "Chief Booklover" Heather Reisman is coming to Baycrest for a special 'in conversation' event with Dr. John J. Ratey, author of the acclaimed book *SPARK - The Revolutionary New Science of Exercise and the Brain* - a fascinating and entertaining journey through the mind-body connection, presenting startling research to prove that exercise is truly our best defense against everything.

*SPARK* is a groundbreaking exploration of the connection between exercise and the brain's performance that shows how even moderate exercise will supercharge mental circuits to sharpen thinking, enhance memory, beat stress and more. Dr. Ratey is a Harvard professor and author of the bestseller *Driven to Distraction*.

In 1996, Ms. Reisman launched Indigo Books & Music Inc. Conceived as the world's first booklovers' cultural department store, bringing Indigo to life was the culmination and integration of a life long passion for books and music, and an entire career focused on understanding and building advanced organizations. She has served on many North American boards and is a Director and Officer of Mount Sinai Hospital. Ms. Reisman is the author of numerous articles, and is a frequent public speaker and television guest.

Everyone is welcome to attend. Light refreshments will be served.

A book signing of *SPARK* will follow. Books will be sold at the event. Cash and credit card accepted.

**The first 100 people will receive a complimentary copy of the book.**



Heather Reisman,  
Chief Booklover,  
Indigo Books & Music  
Inc.

**Free Parking!**

**Seating is limited. Please RSVP your attendance to 416.785.2500 ext. 2645.**

**For more details, visit [www.baycrest.org](http://www.baycrest.org)**

**Baycrest**

Enriching Care  
Enhancing Knowledge  
Enlightening Minds

# New project coordinator for mental health guidelines implementation

**M**ental health among the elderly is an emerging issue for seniors in the community, however the incidence of depression in seniors in long term care settings is three to four times higher than the general population. Since January 2007, a new pilot project has been underway to support Baycrest as leader in the delivery of mental health services in the elderly. With the recent appointment of **Lisa Sokoloff** as inter-professional team coach and project coordinator, the project is greatly making headway.

The pilot project takes place in three Apotex neighbourhoods (Apotex 6 RF, Apotex 3 GS and RF) and is funded by a grant from the 2007-2008 Interprofessional Care/Education fund from HealthForce Ontario, and has also received much support from the Canadian Coalition for Seniors Mental Health (CCSMH). It aims to improve the mental health services offered to Apotex residents, to improve interprofessional practice and to develop recommendations for guideline implementation in other areas of Baycrest. The project is based on the National Guidelines for Seniors Mental Health, published by the Canadian Coalition for Seniors' Mental Health in 2006.

Lisa is no stranger to Baycrest. She has been a speech language pathologist here for eight years, and took a leave of absence from her current position to accept this 15-month contract. She brings a wealth of leadership and teaching experience to this new role, but admits her greatest strength is communication. "During the interview process, I felt that even if I did not get hired for this position, the best candidate would actually be a speech language pathologist. In our work, we help to identify communica-



**Lisa Sokoloff**, Inter-professional team coach and project coordinator

tion issues and then facilitate the solutions," says Lisa. "Also, already being at Baycrest was a huge advantage - I was already familiar with tools like BOLD and Meditech and the Baycrest culture."

Lisa is involved in three committees related to her role including the CCSMH Guideline Implementation Steering Committee, the Guideline Implementation Logistics Group, and the Guideline Clinical Implementation Team. This last group is an inter-professional team including nurses, a social worker, a physician, volunteer services and other health care professionals. As the group's facilitator, Lisa ensures that all team members are involved. "After months of collecting data from residents, families and staff to learn of their perspective on care that supports mental health and well-being, this committee will be facilitating the implementation of actual guidelines, based on what themes are appropriate for each unit," she explains.

Although Lisa recognizes that there are challenges in this role, she thinks that the engagement of front

line staff is not an issue. "Not only does this improve client care but our own participation as well. As a participatory action research project, we can own this. It brings together care, research and education," she adds. She points out that some of the obstacles may be system-based. "For example, some of the clients may feel isolated, and want to go off the unit. Staff may want to take them out but there is not enough staff to cover the unit," she explains "One solution may lie in how we work with volunteers."

After weeks of preparing for this role, Lisa is diving into her work head first, as there is still much to be accomplished for this project. Over the next two months, Lisa and her colleagues will conduct a theme analysis and report and begin the development of training resources and learning and practice strategies. Initial staff training will occur over the summer months and guideline implementation will continue into the fall. Evaluation of the project will take place in early 2009. "We want to develop methods for sustaining and embedding the mental health guidelines into practice that we can eventually rollout across all of Baycrest," says Lisa. **BM**

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

April 22, 2008

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

**T**he past few weeks have been very exciting for all of us here at Baycrest. First there was the Ministry of Research and Innovation announcement about the establishment of the Baycrest Centre for Brain Fitness. Then, later that same week the Foundation held a press conference for the annual Pro-Am Hockey Tournament where stars such as Darryl Sittler and Vicky Sunohara, two-time Olympic medalist, spoke about the importance of what Baycrest does for people with memory loss. I thought you would enjoy seeing some of the media coverage. I certainly was very proud to be part of this event.

[http://www.torontosun.ca/Video/?fr\\_story=760a3326a7f65f0ac88e72bd66fa9c4a6b2daac6](http://www.torontosun.ca/Video/?fr_story=760a3326a7f65f0ac88e72bd66fa9c4a6b2daac6)

<http://www.torontosun.com/News/TorontoAndGTA/2008/04/11/5254236-sun.html>

## Performance Enhancement Initiatives

At the same time that all of this was going on, there was also important work continuing on our "Performance Enhancement" efforts. In fact, we now have a prioritized operational and clinical initiative plan ready to review and refine with the entire management team of Baycrest and shortly, thereafter, with everyone in the organization. The goal is to do this at the beginning of May. The plan takes the themes from the reviews and prioritizes them as actions (work plans) that are needed to be complet-

ed in either the short, medium or long term. The majority of our short term actions are required as part of our accreditation efforts—one of the most critical initiatives we are all working on.

Upon the recommendation of an ad hoc workgroup made up of different Baycrest staff members, the Leadership Team has also now agreed on a new standing Committee Structure for Baycrest. This will serve as the foundation for effective decision making, engagement and communication across our entire campus. It is also a much more focused and streamlined approach to the use of committees which also means better use of people's time and more coordination of efforts. The new committee structure will also be reviewed with all of Baycrest management in the very near future and then shared with everyone. Many of you will be asked to contribute to these new committees over time based on your expertise and job function.

## Vaughan Campus and Baycrest

Over the past few months we have been engaged in discussions with UJA Federation and Mt. Sinai, about how best Baycrest can participate in the Vaughan campus development to the north. We have available to us opportunities in the most immediate development phase as well as later phases. Some of the decision making about what we will do on that Bathurst north campus will be driven by our strategic planning process that

will role out sometime in the next few months. No matter what we ultimately decide to do, it is clear that Baycrest must be present given the growing and aging Jewish population moving into York Region.

## Accreditation

Accreditation is top of mind for everyone with the surveyors arriving in just over two months. Preparing for what we all must know and do once the surveyors arrive and begin their "Tracer" approach is something we all must consider. Having gone through a similar process in the US, the one piece of advice I would like to share is that everyone must be prepared to answer the questions a surveyor may ask anywhere, at any time. So when you see the various communications coming out in our media such as *Baycrest Matters*, or posters and special displays, please take time to consider that the messages contained will help you and everyone June 23-25 as the surveyors begin stopping people in the halls or dropping in on meetings and work areas.

## The Pace and Scope of Change

Finally, it seems like there is really a lot on the go when you consider the contents of this brief update vis-a-vis the implementation of our new program management organizational approach and all of our day-to-day efforts to just keep up with our work at Baycrest, including preparing for accreditation. One of the messages that I am trying to convey to every-

Continued on page 4

# Maintaining Good Hand Health

**T**he skin is the body's largest organ. Intact skin is an excellent first line of defense against the environment and bacterial infections. However, skin needs moisture to stay healthy and elastic. Exposure to the sun, wind, cold, indoor heat and frequent washing with soap and water all cause moisture loss. As dry skin develops, its outer layer thickens, followed by flaking, cracking and itching. Dry cracked skin can also be a source of infection.

## Are you experiencing dry skin on your hands?

If washing with soap and water, use warm water (never hot), wet hands before applying soap, pat hands dry. Scientific studies suggest alcohol-based hand rubs are generally less drying than washing with soap and water. In addition, the Microscan Foaming Alcohol hand rub supplied by Baycrest contains enhanced moisturizers.

**Use moisturizing cream or lotion.** Try to establish your own routine of mois-

turizing to ensure good hand health. Moisturizing creams are most effective when they applied following hand washing when the skin is damp. This will keep the skin on your hands healthy and protects them from cracking and drying, which can lead to infections and excess skin shedding. Moisturizing cream can be ordered from Baycrest stores.

**Baycrest employees who experiences excessive hand irritation or skin dryness should consult with Occupational Health and Safety. Keep your hands healthy! BM**

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Worth Repeating:...Continued from page 3

one at every opportunity is that while the path we are on is critically important to our quest for even greater excellence, the speed at which we travel is something we must monitor and adjust. Going too quickly creates unnecessary stress and could derail us. Going too slowly can be frustrating and could stall us. I certainly will be watching for signs that our speed is in check and I would like to hear from you as well about this. Please tell me your thoughts.

I am aware that it is still bewildering for many of our clinical care and supporting staff to fully appreciate what "program management" really will mean at the unit level as it takes root. Also, for our professional disciplines, it is of concern that this model might undermine our identities—that what it means to many of us to belong to a specific professional discipline could get lost.

I just want to reinforce that the move to this new approach will take time and trial and error; some of our staff

are more familiar with all of this than others as they have worked in other healthcare organizations that were a bit quicker to successfully adopt this model. But, in the end, it will work out for us. The new way will actually help us to work even more collaboratively together across disciplines and very importantly, it will allow for the leadership of our different programs to really engage their staffs (of all disciplines and backgrounds) in being creative, pushing the boundaries, designing and conducting their programs the way they think will most optimize the experience of our patients and their families and best lead our field forward through innovation. How this is all working out will be a question I will continue to ask in my "Lunch and Listen" sessions and I am going to drop in on a variety of upcoming meetings as a guest to hear from as many people as possible how they think we have been doing during this very busy time. And, if I don't get to hear from you in one of those more formal settings, I hope you will continue to stop me in the hall, cafeteria or

café because in the 10 months I have been here that is how I have received some of the most insightful and creative input!

**Bill**

<http://intranet/ceo/>

**P.S. Please consider the email I sent out last week. I have personally signed up for the Baycrest Boardwalk and am looking forward to raising money for us. What is most important is if we can use the event as an opportunity to come together as a community to celebrate our dedication and achievements—staff, volunteers, donors, board members, clients and families—all of us who are so attached to this very special place. Can we make this the very best Boardwalk in the history of Baycrest?**

# Every meal a celebration

**E**ating and drinking is vital for survival, but for many people food and beverage are associated with spending time with family and friends, celebration and religious and cultural traditions. Many Baycrest clients are faced with eating difficulties which can interfere with proper nutrition and hydration, and even socialization, affecting their health. With the participation of volunteers, family members and Baycrest staff, the EATing Program makes mealtime a safe and enjoyable experience for clients.

The EATing Program stands for Eating Assistance Training Program, and is an educational, evidence-based program designed to teach eating assisters the best practices to help maintain mealtime safety, to encourage clients' participation and to promote family and volunteer engagement. The goals of the program include managing unplanned weight change, maintaining hydration (even slight dehydration can cause greater risk for falls, confusion, and medication reaction), to maintain clients' ability to enjoy meals and eat by mouth.

The program started in 1994. At that time, an assessment took place in the Jewish Home for the Aged (now the Apotex Centre), and most of the residents needed some form of assistance. Now, the Apotex population is even more frail, and the challenges can include the inability to open food containers or hold utensils, being unable to see the food on the tray, the inability to maintain a good position for eating properly, impaired swallowing ability, and even loss of appetite.

"Twenty-five percent of the Apotex population have swallowing issues, but there are so many physical and cognitive impairments that can affect the ability to eat and drink, so the number of clients who need some form of help is much higher than

that," explains **Carol Robertson**, manager, Food and Nutrition Services, and registered dietician. "Even fatigue or confusion can be enough for a client to lose interest in the meal." On a regular basis, Carol and **Eudice Rotfarb**, coordinator, Volunteer Services, train nurses, personal support workers, private companions, family members and volunteers how to help a client eat.

"The client may simply need someone to get him started by telling him what is on the tray and what utensils to use," adds Eudice. "Verbal prompts are very important and can help to guide a client through all the steps of a meal." Since eating can be very tiring, Eudice stimulates the client by saying their name and rubbing their forearm. She tells the client where the food is, what there is and which utensils she is using. "The client sets the pace of the meal. The assister helps to do whatever they can during the meal. It is also important not to over assist, which will result in frustration, for both client and assister," she says.

Some clients require more physical guidance. They may not be able to place the food on the utensil but can get the utensils to their mouth, while others may need more support. Whenever possible, Eudice and Carol suggest keeping these clients engaged by using the "hand over hand" method - gently holding one's hand over or around the client's hand to increase the ability to hold utensils or move the hand to their mouth. Each client who needs assistance with eating and drinking has a Care Plan which provides assisters the strategies to use.

The clients' tastes are definitely taken into consid-

eration. "When items are taken, the tray goes back to the dieticians' offices, the intake of what was consumed is recorded and meals are evaluated for each client," explains Carol. "No one is going to eat something they don't like."

While Baycrest's registered dieticians provides appropriate nutritional care to the client by determining the right amount of caloric intake, food choices and food consistencies, the expertise of nurses, physicians, speech language pathologists, occupational therapists, physiotherapists, social workers, therapeutic recreationists, pharmacists contribute to successful mealtimes.

In addition to the inter-professional team, both Carol and Eudice stress that the EATing Program could not be sustained without the devotion of 71 active volunteers for the year, representing 6,000 volunteer hours in the Apotex. If you would like to volunteer for the program, please contact Eudice at ext. 2135 or at [erotfarb@baycrest.org](mailto:erotfarb@baycrest.org). **BM**



Personal support worker **Lorna Powell** and registered nurse **Helen Yu** practice eating assister techniques at a recent EATing Program training session.



## Remembering Anne Tanenbaum

On Sunday, April 20<sup>th</sup> Anne Tanenbaum, matriarch of the Tanenbaum family and a dear friend to Baycrest, passed away.

**A** generous philanthropist and major supporter of brain research, Anne established the Anne and Max Tanenbaum Chair in Cognitive Neuroscience at Baycrest in 1992, named for herself and her late husband. Three years later, she established the Anne and Max Tanenbaum Joint Chair in Cognitive

Neuroscience at Baycrest's Rotman Research Institute and the University of Toronto.

The Tanenbaum family has become an integral part of the Baycrest family, and our deepest condolences go out to Anne's son Lawrence, a long-standing member of the Baycrest Board of Directors. In recognition of her magnanimous sup-

port, Anne was recognized as a Treasure of Baycrest in 2004. But above all else, Anne will be remembered as a beloved mother, grandmother and great-grandmother. **BM**

## Client safety first in our elevators

**A**s we continuously try to make Baycrest a safer place for everyone, we must remember that our first priority is to our clients. An emerging issue that must be addressed is the safeguards in the Apotex elevators which prevent wandering clients from traveling unsupervised and keep them out of potential harm.

Wandering clients are required to wear a special bracelet. If they enter an elevator, the bracelet prevents the doors from closing. When these clients are accompanied by a companion, family member or

staff, a bypass code is entered on a keypad in the elevator, allowing the doors to close, enabling it to move. However, many individuals are automatically entering the code when the elevator doors are not closing without ensuring that there is a resident wearing a bracelet first. Entering the code as a means to get the elevator moving quicker does not in fact work and can affect the safety of our clients.

"This is a recurring issue, and our observation of this has led us to realize that people believe the doors will close faster if they bypass the code.

Ironically, by the time you enter the cab and enter the code the doors would have closed in that time anyway," explains **Neil Shepherd**, Director, Physical Plant. "This behavior puts our clients at risk, not to mention defeating the purpose of the entire system." **BM**

# Baycrest Volunteer Appreciation Week Monday June 2 to Thursday June 6

Please stop by the Volunteer Appreciation Week Table and watch our slide show of "Volunteers In Action".

Please register for the luncheon and dinner in the Volunteer Services Department on the second floor of the hospital.

Here is what else is going on:

Tuesday June 3  
12:00  
Wortsman Hall  
Talent Show and Luncheon:  
Getting Younger with Age - 90  
Years of Volunteerism  
\$5.00 to register

Wednesday June 4  
5:30  
Wagman Centre  
Volunteer Appreciation Dinner



## Say "Cheese!"



Terraces resident Esther Clairmont shows her beautiful smile to Globe and Mail photographer Kevin van Passen. Fifty-seven Terraces residents turned up on the sidewalk outside the building's main entrance last week to have their photo taken by the award-winning photographer for an upcoming feature story in the newspaper. The experience generated a lot of excitement, many residents arriving early. "It almost felt like a rock concert atmosphere, all that was missing was the Rolling Stones pulling up in a limousine", says **Kelly Connelly**, senior

media officer, who helped to coordinate the photo shoot with Terraces social worker **Shawn Fremeth**. Everyone had a good time being in the spotlight for a few minutes, making funny faces for the camera, laughing and sharing light-hearted banter with the photographer.

# Poster presentation: Safe Practices Save Lives What's YOUR role?

As we move through accreditation, many departments are implementing new strategies to ensure that safety is a top priority. Here is your chance to showcase what your team, unit or department is doing to make Baycrest a safer place in a fun and creative way.

Get your colleagues together to create a poster with the theme: **Safe Practices Save Lives**. Feel free to use any materials and be as artistic as you like, but what is most important is how your message comes across.

Posters need to be submitted by May 30 to **Gwen Yacht**, director of accreditation. All posters will be judged by a distinguished panel on how clearly their practice developed by the team contributes to a safer environment at Baycrest, but all posters will be displayed. The winning team will receive some terrific prizes.

For more information please contact Gwen Yacht at ext.2468.

## Condolences

Baycrest expresses its condolences to **John Rego** and **Lucy Rego**, both in Housekeeping, their mother Maria and all their siblings, on the passing of their father Manuel on Friday, April 18th. Our thoughts are with them at this difficult time.



## Blast from the past!

This little girl was about 10 years old when this photo was taken, but she still has a great smile for the hundreds of people she sees every day. Send your guesses to **Joan Mortimer** at [motimerj@baycrest.org](mailto:motimerj@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.



Last issue featured **Robert Marcinkiewicz**, Manager, Physical Plant. Congratulations to Baycrest painter **Mark Anderson**, winner of a Baycrest travel mug.