

Baycrest Matters

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

MAY 14, 2008 VOLUME 4, NO. 10

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Baycrest Matters
is published 26 times
a year.

Email submissions to:
Joan Mortimer, Editor,
mortimerj@baycrest.org
or call 416-785-2500,
ext. 2952

www.baycrest.org

Baycrest is fully
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University of Toronto.

Visit from Heather Reisman and Dr. John Ratey sparks an interest in brain fitness

Last week, Baycrest welcomed Heather Reisman, Indigo Books CEO and Chief Book Lover, who conducted an in-depth interview with Dr. John Ratey, best selling author and Clinical Professor of Psychiatry

at Harvard Medical School, about his new book *SPARK: The Revolutionary New Science of Exercise and the Brain*.

SPARK explores the connection between exercise and the brain's performance that shows how even moderate

exercises will super-charge mental circuits to beat stress, sharpen thinking, enhance memory and more.

Through a series of insightful questions, Reisman helped Dr. Ratey explain to the

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Indigo's Chief Booklover Heather Reisman shares a laugh with John Ratey, Harvard doctor and author of the acclaimed book "*SPARK: The Revolutionary New Science of Exercise and the Brain*". The two were at Baycrest on May 5 to host a special "in conversation" event to present Dr. Ratey's book, which explains why exercise is truly our best defence against health issues in later years, including cognitive decline.

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Happy Nursing Week

It gives me great pleasure to wish all of you a happy Nursing Week. As I have witnessed first hand over the past 11 months, each of you play an integral role in providing care and comfort to the 2,500 clients we serve at Baycrest every day as well as their families. It takes great skill and selfless devotion to consistently provide such a high level of care and give so much of yourself each and every day. I hope you take great pride and satisfaction in knowing that you are making a tremendous difference to the lives of some of the most vulnerable and needy

members of the population—the elderly who are suffering from age-related diseases.

It is not just your commitment to our clients and their families that I have witnessed and been so impressed with, it is also the focus on continuously advancing the profession of nursing here at Baycrest and beyond. Whenever I am on the units I see tremendous examples of nurses going to great efforts of sharing expertise and providing guidance to the healthcare professionals of the future and the families and clients of today. You are shaping people's lives.

On behalf of myself, and everyone at Baycrest—most importantly our clients—thank you for giving so much of yourself.

Sincerely,

Bill

Dr. Bill Reichman
President and CEO - Baycrest

Visit from Heather Reisman... continued from page 1

standing room only crowd the concept of neuroplasticity - how the brain is always changing and that it actually grows when you work at it. This concept was discovered in the last 15 years, and describes the changes that occur in the organization of the brain as a result of experience. "When you learn anything, your brain cells change and grow, making new brain cell supply that gets moved to develop into our key learning and memory organs for cognition," explains Dr. Ratey. "The hippocampus, which is like the grand central station of memory, is where new

cells are made daily."

Nothing promotes the growth of new brain cells like exercise, which acts as an antidepressant, an anti-anxiety agent and keeps cells healthy, adds Dr. Ratey

To conclude the 40-minute conversation, Dr. Ratey says that the three most important components required to help people push back cognitive decline are to remain 'challenged' physically, socially and intellectually throughout your life span.

His best advice for middle-aged patients who want to keep

their brains healthy is to exercise with someone, remain committed to something bigger than yourself - like volunteer work, and add supplements to your diet such as omega 3 fatty acids (useful for preserving cognitive health) and increase your intake of folate (helpful with mood).

Accreditation: What is tracer methodology?

How does a client get assistance from your department? How do you ensure you have the right client before providing a service or beginning in a high risk procedure? Do you think this is a safe environment and why? What do you do in case of fire? These are all potential questions that Accreditation Canada (formerly Canadian Council Health Services Accreditation) surveyors can ask any Baycrest staff member when they visit June 23-25. In the weeks to come, all staff members need to be familiar with tracer methodology - the approach that will be used by the surveyors to review our services - to ensure that we are well prepared for accreditation.

Tracer methodology is an evaluation method in which surveyors select a client and use that individual's record as a roadmap to move through Baycrest processes to assess and evaluate the organization's compliance with selected standards and the organization's systems of providing care and services. Likened by some to a safety walk around, a surveyor follows the selected client's journey through the entire continuum of care. This is an interactive evaluation technique that includes direct observation, indi-

vidual and group interviews, focus groups, tours, and documentation review.

While conducting tracer activities, the surveyor may identify compliance issues in one or more elements of performance. Surveyors will look for compliance trends that might point to potential system level issues in the organization. The tracer activity also provides several opportunities for surveyors to provide education to organization staff and leaders, as well as to share best practices from other similar health care organizations.

"Using tracer methodology, surveyors will focus on several teams, but everyone needs to be prepared to answer potential questions from a surveyor," explains **Gwen Yacht**, Director of Accreditation, who has scheduled meetings with teams to prepare for tracer methodology - practice sessions where staff can experience what it would be like to be interviewed by a surveyor. "The goal of the mock survey is to identify and correct areas that may not meet the standards for health care established by Accreditation Canada to enhance safety and quality. It is a good way of learning where you have opportunities to improve," adds Gwen.

Some teams, like the Community Day Centre for Seniors, have already begun to prepare for the survey visit.

The Community Day Centre for Seniors is a community-based, psycho-social model of care consisting of the Parkland/Oceanside Clubs and the Samuel Lunenfeld Mountainview Club. These day programs help elderly individuals remain in the community as long as possible and to prevent premature institutionalization. Members of the program come on average of a minimum two days a week, which enables staff to get to know them very well. "We spend a lot of quality time with our members, and we notice if there are changes in their physical or mental health," explains Director **Joyce Lagunoff**.

To plan for accreditation, the Community Day Centre teams reviewed the cases of three actual clients, walking through the same steps that the surveyors will take during accreditation. "We are trying to put meaning behind the accreditation language, which can be overwhelming, but we also want to put forward who and what we are through this exercise," says

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Accreditation:... continued from page 3

Joyce. "Everyone needs to describe their role as it relates to safety, but should also know the responsibilities of their colleagues."

Joyce points out some of the training her team went through for accreditation. At their staff meetings they participated in role-playing activities, with half of the group acting as survey-

ors, the others as staff members. Since safety is the primary focus of accreditation, the team has explored a number of issues which has included medication management, falls, etc. The team also put together a special binder which contains relevant information about the Community Day Centre that all staff can access. Joyce recog-

nizes the educational value behind all of their plans: "When we meet with the surveyors a few weeks from now, I want my team to be able to speak to situations in real-life terms, not just spit back verbatim what they learned in meetings," she states.

BM

The tracer methodology process:

Selecting patients for review

- ◆ Team leaders have been asked to select 10 patient health records for review by the surveyors which reflect the population served and the diversity of the population.
- ◆ Surveyors will go to the unit or clinic where the client is currently receiving service.
- ◆ From the health record, surveyors will identify the different tests and treatments the client received, and the different services involved.

Interviewing staff

- ◆ Surveyors may ask if the staff who cared for the patient happen to be working that day and ask to talk to them.
- ◆ If the particular staff member is not present, the surveyors will ask to talk to staff who would normally care for this type of patient.
- ◆ Surveyors will ask the staff member(s) about how they do their jobs, how they pro-

vide care and service to our patients.

- ◆ Any staff members who provide service to our patients may be interviewed - not just nurses or physicians. This can include social workers, housekeepers, pharmacists, dietitians, and physiotherapists - just to name a few.

The surveyors may ask you:

- ◆ How you perform a particular task, such as prepare medications, or deliver meal trays.
- ◆ What determines staffing on your unit or in your department?
- ◆ The Patient Safety goals as they relate to your job.
- ◆ Your training and your competencies to do your job.
- ◆ How you communicate with other departments.

Interviewing clients and families:

- ◆ Surveyors will also speak to clients and family members, and also volunteers about their perspective on information and support services provided.

During the Interview

- ◆ Surveyors may request copies of hospital or department policies and procedures to make sure practice is consistent with policy. A surveyor may ask to look at health records of other clients who were discharged with the same diagnosis or condition.

What should you do?

- ◆ Think about the work you do and why you do it.
- ◆ Know your resources, for example: Who you contact for various types of problems, where to find policies and procedures.
- ◆ Participate in mock surveys and discuss with your co-workers and managers episodes of care (tracing what was done for the client from the time an issue was identified to the time it was resolved).

Your Voice is Heard

Over the last year, staff members had the opportunity to voice their thoughts about working at Baycrest. In the summer of 2007, Baycrest staff, physicians and volunteers participated in the Listening Tours with **Dr. Bill Reichman**, President and CEO. Then in the fall of 2007, staff (full-time, part-time and contract), physicians and volunteers were asked to participate in the confidential *Worklife Pulse* survey in preparation for accreditation.

This exercise was more than just answering questions. There are many reasons for collecting information of this nature. First and foremost was finding out what changes are needed for Baycrest to become an even better employer. From the results we can prioritize the areas we need to improve, and we can also identify our current strengths and continue to develop those areas.

"The executive team and the Board of Directors are both very interested in and committed to enhancing staff satisfaction and making Baycrest a great place to work. This is a recurring theme at both executive team and board meetings," says **Joni Kent**, Vice President, Human Resources and Organizational Effectiveness. "Many companies conduct employee satisfaction and culture surveys on an occasional, if not on a regular basis. The commitment to surveying their employees is indicative of the organization's concern for their employees, and willingness to create a better environment for them."

Job satisfaction plays an important role in maintaining well-staffed, vital and healthy organizations and contributes to the personal well-being of those who work and volunteer within the organization. By gathering input from employees, physicians and volunteers on a regular basis we can get an accurate view of the opinions and ideas of our employees and utilize that in our organization.

"It is important to state that the views and opinions that I heard from staff on the Listening Tours has led to some of the significant changes we are making at Baycrest," explains Dr. Reichman. "I would like to thank everyone for taking the time to share their thoughts with me and I hope that everyone will remain as open and honest as we move forward." Dr. Reichman will continue the process of collecting feedback regularly through Lunch & Listens, and the department of Organizational Effectiveness will spearhead regular surveys and other means of soliciting your input.

The Worklife Pulse Survey is a crucial part of the accreditation process. For the first time, Accreditation Canada (formerly the Canadian Council for Health Services Accreditation) is requiring organizations to conduct this survey, developed by Accreditation Canada in collaboration with the Ontario Hospital Association (OHA). It was tested throughout 2007 in health care organizations across Canada.

The *Worklife Pulse Survey* enables people to comment about the quality of worklife at Baycrest. This provides a quick and high level snap shot or 'pulse' that helps to identify strengths and gaps in our work environment. Overall, the results indicate that many of us are happy in our roles at Baycrest.

Staff will learn about the results of the *Worklife Pulse Survey* from their managers at an update meeting during the month of May. This is an opportunity for staff to provide feedback about the survey findings and suggestions for action plans.

Learning sessions on stress management and change are currently being planned for the months of May and June 2008. Workshops will be offered, as well as smaller, 30-minute sessions on the units or departments during the day, evening and night shifts, as well as on weekends.

Interprofessional Collaboration and Patient Safety sessions are being planned for the next year.

The survey will be repeated in the fall, following a similar question structure but will be refined to provide more details. "At a time where everyone is focused on changes in the organization, accreditation, and the daily demands of their role, we greatly appreciate all the efforts from staff to share their ideas. We continue to rely on their input to make Baycrest a better place," adds Joni. **BM**

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 contributes to a safer environment at Baycrest. All posters will be displayed and the winning team will receive some terrific prizes.

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

What are YOU doing to make Baycrest a safer place?

Tell us about some of the actions you or your team have taken or the changes you have made in your practice and they will be printed in an upcoming issue of Baycrest Matters and posted on the Baycrest@Work intranet. Send your submissions to **Joan Mortimer** at mortimerj@baycrest.org or call her at ext. 2952

How Can We Help You In These Times of Change?

Managing Stress and Work Life Balance



Contact Information Regarding Programs, Services and Facilities Available at Baycrest

Please call the extension provided to obtain more information:

Managing Stress & Work-life Balance

- ◆ Confidential Employee Assistance Program 1-800-268-5211
 - ▼ Professional Counseling Services
 - ▼ Childcare & Eldercare Information Services
 - ▼ Legal Information Services
 - ▼ Credit Counseling Referrals
 - ▼ Nurses' Help Line
- ◆ Massage Therapy - 2638
- ◆ Meditation Group - 3060
- ◆ Relaxation Seminars - 2365
- ◆ Esther Exton Child Care Centre - 2420
- ◆ Baycrest Music Society (choir) - 2523

- ◆ Change and Stress Management Support - 2365

Physical and Mental Health

- ◆ Information, Counseling & Assistance About Health & Safety Issues - 2944
- ◆ Ergonomics Assessments - 2944
- ◆ Exercise Room - 2046
- ◆ Fitness Classes - 2406
- ◆ Dental Services - 2600
- ◆ Bone Density Testing - 2418
- ◆ Lunch & Learn Sessions - 2365
- ◆ Well Balanced Meals and Special Cafeteria Menus - 2238
- ◆ Volunteer Opportunities to Enhance Programming - 2572
- ◆ Hand and Foot Orthotics Clinic - 2636
- ◆ Hearing Assessments and Services - 2377
- ◆ Staff Library, Books, Articles, DVDs, Videos - 2353

Educational Opportunities

- ▼ Geriatric Internship Program - 2771
- ▼ Interprofessional Rounds - 2358
- ▼ Leadership Development Program - 2358
- ▼ Microsoft Software Training - 2358
- ▼ Staff Development - 2365
- ▼ Tuition Assistance - 2363
- ◆ Wagman Centre Membership Opportunities (age 55+) - 2267

Prepared for you by the Human Resources & Organizational Effectiveness Division:
 Human Resources Department - 2961
 Library Services - 2353
 Organizational Effectiveness - 2365
 Occupational Health & Safety - 2944
 Volunteer Services - 2572

Living our values

- David Grimbly gives the gift of music

As Baycrest's Payroll Specialist, **David Grimbly** administers the payment of wages to salaried employees. While most people would be daunted by this task, David has tried to ensure that staff members receive their pay without a glitch for 16 years. Yet what is even more impressive about David is what he does on his lunch hour - from Monday to Friday, David volunteers by playing the piano in the Silverman Garden Court - treating everyone to live music.

David has been performing at Baycrest since 2000, when he assisted in the formation of the Baycrest Music Society Choir, whose members include staff, volunteers, private companions and even family members of clients. "The choir is a great opportunity to meet people outside of their work. Music is a perfect way to bring everyone together," David says. While he sings and plays a variety of instruments, he is chiefly on the piano. Some of the other choir members also play musical instruments which are often integrated into the choir. The choir performs at Baycrest events and plays a wide range of musical genre, which includes Jewish songs, Broadway musical numbers, international, folk, classical and even dance music.

David recognizes the similarities of his job and musical talent: "They both have to do with mathematics, they each require a great deal of "keyboarding" (or finger dexterity) and there is also a certain amount of pressure to perform in both roles. "Math, music and typing were my best subjects in school," he reflects.

Music has been a significant part of David's life since he was a young boy. He studied piano at the Royal Conservatory of Music in Toronto. Each of David's seven brothers and sisters all played piano and other instruments, but ironically the Grimbly family never would play together. Though they all played well, none of his siblings chose to make music their career.

David has passed on the passion for music to his young sons, 10-year old Kyle and two-year old William. Kyle sings in his school choir and hopes to soon take drum lessons. William may still be too young to choose an instrument, but he loves to sit at the piano and make music by pressing on the keys.

Although David would play the piano nearly every day, before the formation of the Baycrest choir he did not often perform for an audience. "Playing before other people every day does take some getting used to," he admits. He now has a devoted following of clients who come to hear him play everyday. David is often joined by other Baycrest staff, including clinical dietitian **Iris Weinberg** on flute, Rotman Research Institute scientist **Takako Fujioka** on cello, **Rogelio Delos Trino**, personal support worker, **Lyzan Adams**, administrative secretary, and Aida Manimtan, private companion, who all sing. David will play the piano even if there is no one else there. "This has really become my little afternoon workout," he jokes.

Outside of Baycrest, David has joined other bands, playing oboe as well as piano. He has performed with

the Queen's Own Rifles of Canada Band, one of the country's oldest and most famous militia bands, and the Counterpoint Community Orchestra. He also is pianist with the Rainbow Voices of Toronto, a non-auditioned choir.

One of the challenges David faces is the fact that he is so well recognized as Baycrest's unofficial "musician in residence" that people forget that he has a day job. He tries to honour requests to play at special events whenever his schedule allows. "There are a lot of people who wish I would work less and play piano more," he says with a laugh, "until they see a mistake on their pay-cheque."

David Grimbly will perform with the Rainbow Voices of Toronto on May 24 at St. Luke's Church in Toronto. If you would like to see him in concert please contact him at ext. 2523.



Payroll Specialist **David Grimbly** brings music to Baycrest every afternoon Monday to Friday.

Baycrest opens doors to new nurses

What better way to show what Baycrest is all about than to fling our doors wide open? We did just that at the first ever Baycrest Housewarming Event on April 23rd as an endeavour to recruit nurses. Over 120 nursing graduates and experienced nurses had the opportunity to tour the facility and meet our own nursing staff, and discover if this is the right place to kick off their career.

“The Housewarming Event certainly changed the awareness of geriatric nursing for those in attendance and the impact has already been realized in the feedback we received from candidates,” says **Phillip Farinha**, Strategic Clinical Recruitment Specialist, who helped

to organize the event. The evening resulted in over 80 pre-screen interviews which were conducted on-site.

“The event really opened up my eyes to the possibilities of geriatric nursing opportunities at Baycrest. I thought the event was a great opportunity for me to explore Baycrest variety of programs,” was the testimony of one participant.

The recruitment team would like to thank all of the participants and the numerous members of the Nursing Leadership team who devoted their time and energy to make this event an overwhelming success, including **Marilyn El Bestawi**, Director, Baycrest Hospital, **Judith Thompson**, Program Director, 4 East/West, **Judy Ritchie**, Program Director, 7

East/West, **Sandra Law**, Clinical Nurse Specialist, **Mary Lou Ip**, Program Director, 6 West, **Sonia Noble**, Clinical Coordinator, Complex Continuing Care, **Jill Panousis**, Staffing Coordinator, Nursing Administration, **Penelope Minor**, Unit Director, Apotex 3, **Maria Brettone**, Program Manager, 5 East/West and **Dr. Joy Richards**, Vice President, Collaborative Practice, Quality and CNE, who was the event’s guest speaker.

A special thank you also goes to all of the departments at Baycrest who assisted in the preparation for the event, including the Housekeeping and Food and Nutrition department who offered much support during the busy Passover week.

Lend us your brain

Did you know that your own brain could help to potentially slow down the onset of Alzheimer’s Disease, develop innovative treatments for stroke survivors, or unlock the mysteries of depression? The Research Centre for Aging and the Brain is seeking Baycrest staff members to participate in a wide variety of studies, including studies on aging, memory and mood and cognition.

The Research Centre for Aging and the Brain includes the Rotman Research Institute, one of the top five brain institutes in the world, and the Kunin-Lunenfeld Applied Research Unit (KLARU) which conducts research alongside our clinicians and applies the results directly to client care. Together, the Rotman and

KLARU are giving the world a whole new understanding – and new hope – about interventions and preventions which will transform aging.

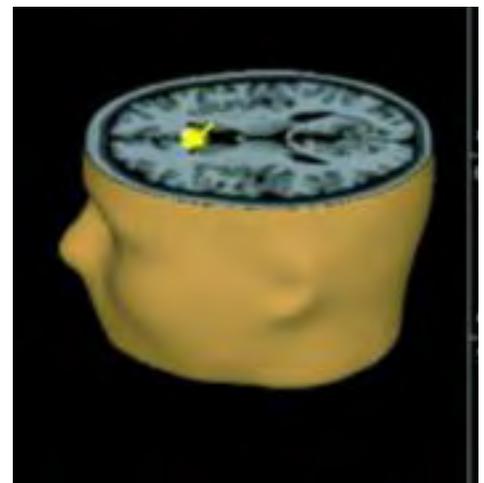
Sign up as a volunteer during the week of May 26 and enter the Baycrest Staff Recruitment Lottery. When you sign up as a potential volunteer, you will be eligible to win one of five gift certificates to some of your favourite restaurants and stores.

Without the help of our volunteers, our research and the realization of our research goals would not be possible.

Be sure to stop by the Baycrest Staff Recruitment Lottery information booth:

Monday, May 26, Wednesday May 28 and Friday, May 30
Outside the Cafeteria

Tuesday, May 27 and Thursday, May 29
Outside the Staff Lunchroom.



Charge up on caffeine?

Can super-caffeinated drinks help students pull all-nighters to study for exams? We know that caffeine enhances performance of mental tasks, but for how long? Do you have to keep ingesting it throughout the night and into the next day, and could it become counter-productive at certain levels? Dr. Carol Greenwood, senior scientist with the Kunin-Lunenfeld Applied Research Unit at Baycrest and a professor in the department of nutritional sciences at the University of Toronto, has some answers:

It is true that caffeine improves attention and may help to enhance exam performance, but it's not the best way to bolster your brain power. In fact, I would strongly advise that you *not* rely on caffeine to power an all-night cramming session.

Here's why: when you are learning new information, the brain stores it so it is accessible for later recall. This storage process is called "consolidation" and it works best while you are asleep. Therefore, pulling an "all-nighter", even under the masking influence of caffeine, can be counter-productive because you may not be able to recall recently learned information unless it has been properly stored in the first place.

What strategies can students use to optimize their likelihood of studying successfully? My advice is going to sound a lot like plain old common sense, but there is enough scientific evidence behind it to make it worthwhile: Eat healthy foods and get enough sleep during intense study weeks leading up to your exams.

Whatever you do, don't skip meals. Your brain requires the fuel

from food to support its activity. Make sure to include healthy carbohydrate foods at meals and snacks, such as whole grain cereals, bread, rice and pasta, to provide the glucose that your brain requires.

Aim for healthy eating choices over junk food. At the grocery store, fill your cart with good brain foods such as fish, fruits and vegetables. If you're on a tight budget, as many students are, make sure your cart contains at least these essentials: milk or yogurt, canned salmon or tuna fish, peanut butter, apples, oranges or carrots, breakfast cereal and pasta (economical Kraft Dinner is fine too).

Drinking caffeine-containing beverages in modest quantity while studying can increase alertness and this can be helpful for staying focused. Nevertheless, don't over-consume caffeine as it can interfere with your sleep. Because caffeine is habit forming and everyone has a different tolerance level for how many cups of coffee or pop they'll need to get that extra zip in attention and alertness, it's important to listen to your own body. Know what you can comfortably tolerate before the negative effects of this stimulant start to outweigh the positive benefits.

Always schedule your day so there is time enough for sleep to feel reasonably refreshed. I can't emphasize enough the need for adequate sleep! On the day of your exam don't skip breakfast or lunch, even if you don't feel very hungry because of exam butterflies.

Remember that hunger and mental fatigue go together, so do your best to eat something. Choose

complex carbohydrate foods, such as whole grain cereals for breakfast, or low-fat pasta dishes for lunch.

Consider bringing three things into the exam room. The first is a caffeine-containing beverage to maintain mental alertness, such as pop or coffee. Again, it is important not to over-do the caffeine since the side effects (racing heart, nervousness and the need to urinate) can be distracting. One beverage consumed over the course of the exam is unlikely to provide excess caffeine in habitual consumers.

Second, take a bottle of water to stay hydrated; just be certain not to overdo the fluids - those bathroom breaks can cost time!

The third item to take with you is an easy-to-consume snack such as nuts, trail mixes or candy. Nibbling on these foods will ensure your brain receives a steady supply of energy throughout the exam.

The bottom line for students: There is no cutting corners to optimize your cognitive functions for exam time. If you look after yourself - eat healthy foods, get adequate sleep, exercise regularly - then you'll be doing a lot of good for your brain.

Just like an athlete who works months ahead to prepare for a grueling triathlon or marathon, you need to think the same way in the weeks leading up to exams - or better still, all year round.

Reprinted from the Globe & Mail Life Section, May 6, 2008.

Baycrest artists create colourful teapots

Apotex 2 residents can now enjoy their weekly tea parties even more with colourful ceramic teapots created by eager artists from the Creative Arts Studio. The artists also made corresponding hand-painted tags that will identify what type of tea is in each teapot.

“This is more than just painting teapots, but rather it is a project that ties together the thera-

peutic value of creating, of the tea itself, and of the learning about the benefits of tea,” explains **Brenda Gasner Lass**, art specialist, Creative Arts Studio. Many of the artists are regulars to the Studio and they are always willing to try something new.”

One of the goals of the Creative Arts Studio is to provide the

participants with meaningful, productive projects. This new and exciting task provided this group of artists with the opportunity to learn new techniques and to create something worthwhile that will be enjoyed by their fellow residents.



Artists from the Creative Arts Studio proudly display the teapots they recently created. From left to right are Apotex residents Max Cainer, Marguerite Markowski, Morris Reiss, **Brenda Gasner Lass**, art specialist, Pearl Bossin and Alex Ship.

Farewell

A fond farewell to **Joyce Lagunoff**, Director, Community Day Centre for Seniors, and to **Sonia Reichman**, Director, Communication Disorders, who are both retiring from Baycrest.

Joyce Lagunoff has been the Director, Community Day Centre for Seniors for the past 15 years. During this time Joyce provided solid leadership and strategic vision as the department developed the Parkland/Oceanside Clubs and the Mountainview Club. She increased client enrollment to the current maximum numbers and significantly increased revenues, donations from grateful families and community members, as well as the staffing compliment. Most recently, Joyce was instrumental in securing the funds and the vision for a new program for clients with Frontal Temporal Dementia. She supported the publication of several articles profiling the impact of adult day programs for individuals with dementia in both academic and news publications and encouraged staff to speak at local and international venues.

Joyce lead three huge renovation projects in the last few years and should be very proud of the current warm, welcoming and secure environment that our members enjoy each day.

Joyce will be missed by her staff and the members of the program, her colleagues who value her impeccable attention to detail and her stellar policies and procedures. Joyce is looking forward to having more time with her family, travel, music, friendships and pursuit of life long learning activities. Joyce's last day will be July 25th, 2008. A farewell tea is being planned.

Sonia Reichman has decided to take an early retirement from Baycrest to pursue other interests and opportunities. Sonia has been a valuable Baycrest leader for 15 years.

Her leadership of the Communication Disorders Department greatly contributed to the success and high caliber of services currently provided by our audiology and speech language pathology staff. Sonia also made numerous contributions to the centre as a whole, among them the coordination of Eating Assistance during the SARS crisis and as co-chair of the Client and Family Centred Care and Service Committee. Sonia is known for her commitment to always considering the best way to hear the voice of

the client and plan our services based on this voice. She is an empowering leader who works to promote the strengths of those people fortunate to be working with her.

In addition to the role of the Interim Professional Practice Leader for Speech-Language Pathology, Sonia assumed the role of the Acting Program Director for the Community /Ambulatory services in January. She has been tremendously effective in supporting the Brain Health Centre Clinics and the Ambulatory Team's transition to program management and in preparation for accreditation; while also assisting with the development of a collaborative practice model to support Speech Language Pathology and Audiology.

Sonia's last day is June 25th. More details will be coming forward about a farewell tea to recognize Sonia's 15 years of leadership at Baycrest. **BM**

Enjoy Shabbat at Baycrest

Families who would like to share a Friday night Shabbat dinner with their relatives at Baycrest are welcome to do so in the Family Dining Room, located next to the W.A. Cafe. This dining room must be booked ahead of time through Catering at ext. 2871. Families can either order the meal through Catering or bring in their own kosher food approved by our Mashgiach, who can be reached at ext. 2783.

Baycrest is please to welcome **Dr. Lisa Goos**, who has been appointed as the inaugural Director, Research Policy and Planning, the Research Centre for Aging and the Brain. Lisa's first day was Monday, May 5.

Lisa's responsibilities will include, among others, policy development, review and updates; overseeing the continued development of clinical trials at Baycrest; the implementation of recommendations related to the reviews of the different programs (e.g., neuropsychiatry and stroke programs, external reviews of research groups); and, assisting with some of the academic education requirements.

Lisa's office is Room 856, Posluns Building and her email is lgoos@baycrest.org.

Our sincere condolences go to **Brenda Gasner Lass**, Creative Arts Studio, on the recent passing of her father Leon Gasner.

Our sincere condolences go to **Claudette Burrell**, personal support worker, Apotex 6, and her family on the loss of her grandmother.

Our sincere condolences go to **Kathryn Moore**, Baycrest Library, on the sudden loss of her father, Ronald Moore, in Owen Sound.

Welcome

Condolences



Blast from the past!

Blast from the past: This handsome young man was only seven years old when he posed for this Christmas portrait. At Baycrest for nearly 20 years, he doesn't usually sit so still for that long. 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.



Last issue featured **Monika Vasilko**, coordinator, WA Café. Congratulations to her colleague **Benjo Mariano**, who guessed correctly. Ben wins a Baycrest travel mug.