

Baycrest Matters

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

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

www.baycrest.org

Baycrest is fully affiliated with the University of Toronto.

Meet the accreditation surveyors

As we are fast approaching accreditation, each and every department and program at Baycrest is preparing for the surveyor visit on June 23, 24 and 25. Accreditation Canada has close to 530 surveyors working in partnership with health services organizations to identify strengths and areas requiring improvement. A total of four Accreditation

Canada surveyors will be visiting Baycrest. The group has extensive background in geriatrics including long term care, palliative care, community practice, mental health, research and governance.

Here is a brief introduction to the team. For more detailed biographical information, please visit baycrest@work (intranet) or the Family Information page on www.baycrest.org

Pamela Cowan

Pamela Cowan has held a number of senior management positions in both long term care and mental health services, including Manager of Resident Care & Clinical Services at Pioneer Manor Long Term Care in Sudbury, Clinical Coordinator, Director of Nursing, Manager of Resident Care, and Administrator, Long Term Care.

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Ms. Pamela Cowan



Dr. Robert Crossland



Ms. Kathy Giene



Ms. Nancy Kilpatrick

What clients and families need to know about **accreditation**

In order to maintain and improve the quality of care and service Baycrest delivers, we will participate in an independent evaluation from June 23 to 25 by Accreditation Canada, a voluntary, non-profit, non-government organization dedicated to improving the quality and safety of health services. While it is not mandatory in Ontario, most health care providers in Canada must be accredited to receive funding and support. The accreditation process gives us an external, objective evaluation of our performance as an organization and enables us to compare our performance with our peers across the country.

Here are some frequently asked questions and answers which may be helpful to Baycrest clients and their families

When does accreditation begin?

The accreditation process actually began in September 2007. Baycrest staff, physicians and volunteers completed questionnaires which provided preliminary data for the accreditation process. Accreditation Canada (formerly the Canadian Council Health Services Accreditation) then provided Baycrest with a "roadmap" which helped to identify areas where we either

need to clarify how we deliver services or where we need to develop action plans to improve the way we deliver services.

The surveyor visits are the next step in the process. Accreditation Canada has close to 530 surveyors working in partnership with health services organizations to identify strengths and areas requiring improvement. Survey visits are a valuable opportunity for health professionals to seek and exchange information with peers in the field. Accreditation is about learning from leaders and sharing expertise.

The evaluation will examine the care and services provided and will be carried out by a team of experienced health care professionals. These surveyors will meet with staff members of Baycrest Hospital, the Apotex Centre Jewish Home for the Aged, and the Terraces from June 23 to June 25.

What is tracer methodology?

Tracer methodology is an evaluation method in which surveyors select a patient, resident or 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 tracer follows the selected client through the entire continuum of care. This is an interactive evaluation technique that includes direct observation, individual and group interviews, focus groups, tours, and documentation review.

Are the surveyors going to look at my parent's health records? How does that help Baycrest?

Prior to the surveyor visit, Baycrest will obtain permission from clients or their substitute decision makers to allow the surveyors to review their health record. No information will be recorded about Baycrest clients or their family members.

The surveyors will review the health records of a number of clients. Review of these health records helps the surveyors to assess the coordination of service provision to clients and the completeness of clinical documentation. Surveyors will maintain the confidentiality of all individual health records.

Will the surveyors ask me anything as a family member?

At Baycrest, families are a valuable part of the care team. As such, family members may be approached by the surveyors during the survey to offer their opinions and more information and to provide feedback

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concerning the care their loved one received.

Surveyors will interview Baycrest staff members about how they do their jobs, how they provide care and service to our patients, including nurses, physicians, social workers, housekeepers, pharmacists, dietitians, and physiotherapists - just to name a few.

I have seen different posters and materials relating to safety at Baycrest. What do they mean to me as a family member?

There are 10 themes that have been displayed on the diorama on the first floor (between the birdcage and the WA café), on posters at the entrances and in other materials. These are the

top 10 priorities for Baycrest. These materials have been designed to help all staff members, private companions, volunteers, clients and families learn what to do in these situations.

However, it does not stop there. There may be other issues which relate specifically to your relative, such as elder abuse, skin integrity, incontinence, transfer of information and follow-up care. Please speak with the unit director or program director on your relative's floor about the issues that you feel are important to you and your family, or if you require any further information regarding accreditation.

Baycrest presents the 8th Annual Kunin-Lunenfeld Applied Research Unit (KLARU) Conference

**Connecting Research and Clinical Care:
Improving Safety in Long-Term Care Settings**

Friday, October 17, 2008
The Holiday Inn Yorkdale -
3450 Dufferin Street, Toronto

**Baycrest Staff Fees: on or before Oct. 1, \$125
after Oct. 1, \$150.**

**For information visit
www.klaru-baycrest.on.ca
and click on the conference link.**

**Inquiries - Paula Ferreira
at ext. 2363 or e-mail
pferreira@baycrest.org**

Meet the accreditation surveyors ... continued from page 1

She holds undergraduate degrees in Nursing (University of Calgary) and Sociology/Psychology (York University), and a Master's Degree in Education from the University of Toronto.

Dr. Bob Crossland

Dr. Bob Crossland is a specialist in Internal Medicine who has an office and hospital practice on Salt Spring Island, B.C. He has been a solo practitioner in rural communities since 1975.

Bob is also a palliative care physician and a medical coordinator in long term care facilities. He was a member of the quality of medical performance committee of the B.C. College of Physicians and Surgeons for five years and does office practice assessments for the College. He was

a B.C. coroner for 22 years and a physician reviewer for the Canadian Adverse Events Study.

Kathy Giene

Kathy has been a health care leader in British Columbia and Saskatchewan for over 30 years. She is a registered nurse and psychiatric nurse with 19 years of management experience in the Acute, Long Term and Community Care sectors. She has held a variety of senior management positions, including Director of Nursing, Director of Care and Vice-President of Operations. She is currently a Health Systems Consultant and Educator in British Columbia.

Kathy is a member of the Canadian College of Health Service Executives, Healthcare Leaders Association.

Nancy Kilpatrick

Nancy Kilpatrick is currently working as a Health Care Consultant. Prior to that Nancy held the position of Director, Health Services within the Interior of British Columbia. She has worked in geriatrics as a registered nurse and in various administrative positions.

She holds an Advanced Certificate in Gerontological Nursing from Saskatchewan Institute of Applied Arts and Sciences. She has Canadian Nurses Association Certification in Gerontological Nursing (GNC(C)) as well as in Hospice Palliative Care Nursing. Nancy also holds a Master of Science Degree in Community Health and Epidemiology from the College of Medicine at the University of Saskatchewan.

Quality, Risk & Patient Safety Team

One of the newest teams at Baycrest is the Quality, Risk & Patient Safety Team. This team reports to **Dr. Joy Richards**, VP of Collaborative Practice, Quality and CNE.

“Our mandate is to address risk and patient safety issues, as well as to work on improving quality at Baycrest,” according to team director **Dr. Maria Huijbregts**. “We are a small team but work closely with the clinical teams, clinical experts and leaders in specific areas to identify best practices and ways to implement them for individual clients, units and programs across Baycrest. Our team has two main goals: risk and patient safety, and continuous and ongoing quality improvement. Both are equally important”

With accreditation approaching, this team is using this opportunity to heighten awareness about the role each staff member, family member and client plays in patient safety.

Risk and Patient Safety

All safety events, incidents or hazards are reported by staff through Safety Event Reporting System (SERS), an on-line reporting tool that can be found on the Baycrest intranet.

The team looks at issues or reports of serious events that have occurred and work with the inter-professional teams to examine practice and protocols. As well, policies are developed to prevent these events from occurring again.

“When we hear about a serious incident that happened we will use systematic methodology to examine the incident, look at the factors that contributed to this happening, and check the process and

system issues,” explains Maria. “Almost always we find that it’s our systems and processes that need improvement, more so than individual performance issues.”

Eileen Chang, Patient Safety & Risk Management specialist, also works with the care team to evaluate what happened and help to develop a system that works better.

The Quality, Risk and Patient Safety Team will continue, beyond accreditation, to ensure that Baycrest has a consistent, ongoing and systematic approach to safety.

One of the team’s most recent projects is the “Comprehensive Guide to Quality and Safety at Baycrest”. This guide serves many purposes. One immediate objective is to provide information to all Baycrest staff on the current projects and quality improvement initiatives. These projects support the “Required Organizational Practices” or standards set by Accreditation Canada.

Quality and Quality Improvement

Quality can mean different things. However, quality incorporates what we strive for at Baycrest - which is excellence in everything that we do.

When staff collect data about clients, whether it is their medical status, the nursing care they need or their functioning, we use this information to improve care on an individual basis. We also need to use it in a larger context looking at overall practices, processes and systems. For example, if wound care has been identified as an area of concern, the department will work with inter-professional teams to achieve better practices.

The Quality, Risk and Patient Safety Team does not work in isolation but continuously collaborates with other practice leaders and care teams. Providing quality care requires everybody at Baycrest to be aware of their role and to take an active part in minimizing risk,



Baycrest's Quality and Safety team (left to right): **Joanna Szewczyk**, administrative secretary, **Eileen Chang**, Patient Safety and Risk Management specialist, **Dr. Maria Huijbregts**, director, Quality, Risk and Patient Safety, **Clara Nisan**, clinical information specialist, **Darlene Cattaruzza**, supervisor, Admission, Discharge and Transfer, **Elena Gutkin**, clinical information specialist and **Faith Makris**, administrative secretary.

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

June 2, 2008

Dr. William E. Reichman, Baycrest President and CEO

Special Recognition

May 16 was an extremely significant day for us here at Baycrest as The Royal Society, London, announced that 'one of our very own', **Dr. Fergus Craik**, senior scientist at Baycrest's Rotman Research Institute had been elected a Fellow of The Society. This award recognizes Gus for the significant work he has done in the study of human memory processes.

To truly understand the significance of this announcement, you must appreciate the history of The Royal Society. There are several Nobel Prize winners among the Fellowship, past and present. Previous Fellows have included mathematician and physicist, Sir Isaac Newton, English architect, Christopher Wren and British scientist, Charles Darwin, author of the *The Origin of Species*.

Gus joins **Dr. Endel Tulving** who also is a member. Having two members of the Society from one organization is exemplary and speaks to the world-class caliber of the scientists and their science that we are privileged to have on this campus.

The LHIN and Baycrest

Recently, we hosted a visit to Baycrest for both the Chair of the Toronto Central LHIN, Mohamed Dhanani and the new CEO, Matt

Anderson. The goal was primarily to help them learn more about our organization and the role we can and do play in supporting and strengthening the health care system. I think what most impressed them about Baycrest was the innovative clinical programs we have on the campus and out in the community. Several of our programs are unique and provide models of service delivery that could be adopted system wide to assist with challenges such as Emergency Wait Times and Alternative Level of Care—high priorities for the LHINs.

Performance Improvements

One of the most important steps we have taken to strengthen our performance, next to the implementation of our new Program Management approach, is the development of a new Committee Structure that is now rolling out. It is designed with one basic purpose—to enable us to get our work done effectively. The committee structure gives us strong processes for clear decision making, collaboration and information sharing. The structure is a vehicle to support optimal organizational performance.

With the input of the Leadership Steering Committee—Directors and VPs—some minor revisions were recently made to what can be viewed as a work in progress. We are now beginning to populate the

various committees with representation from across Baycrest. I will certainly share with you in the near future what the structure looks like once we have made these minor changes.

Accreditation

For me, and I think everyone, accreditation is top of mind. First of all, it is now just weeks away. Second, it is an entirely new process and, as such, we all need to be prepared to be asked any question of any kind. As such, I encourage you to take a good look at the display centre in the hallway and the posters throughout Baycrest. Look at the accreditation related information on the Intranet and of course, please try to read Baycrest Matters so that you are comfortable with your role in the safety of clients—a major focus for this year's surveyors.

Finally, I hope to see as many of you as possible for the Baycrest Boardwalk. I hear that we may get the best turnout yet. If you can make it, please come and walk along with me to celebrate our hard work and accomplishments.

Bill

<http://intranet/ceo/>

Fast times at the Terraces

The Terraces of Baycrest experienced an extraordinary week in late May when it made national headlines for five days straight in *The Globe & Mail*. In what is surely the most original and provocative exposé of life in a retirement facility, *Globe Life* reporter Rebecca Dube and award-winning photographer Kevin Van Paassen shattered the popular perception of retirement homes as quiet, uninteresting places. “Fast times at Senior High” profiled a group of elderly residents very much involved in the “messy business of living”.

The news team spent more than 50 hours on site over two months, taking in the rhythms of life in an assisted living facility. “As reporters we write a lot about seniors and getting older, but we do little talking *with* seniors to get their perspective,” Dube explained. She received quite an earful from residents on the universal topics of life, love, food, romance and cliques. All these themes played out in five feature stories complete with intimate video vignettes of some of the residents.

Baycrest allowed *The Globe* to spend time inside its walls when other retirement facilities refused. The series was among the “top five” most-read stories on the *Globe*’s website and Baycrest received congratulatory messages from other hospital leaders and organizations for doing this project.

After the series finished, Dube and Van Paassen returned to the Terraces to debrief with residents and staff and receive feedback. The 90 residents who turned out didn’t hold back in sharing their thoughts about what they liked and didn’t like about the series. Residents thought it was important for the reporter to learn about the effect of her writing on a community. **Sharon Bizouati,**

manager of Terrace Food Services, read an open letter on behalf of her staff.

The playful portrait photos of residents that charmed *Globe* readers across the country were displayed on a big screen to the music of jazz legend Louis Armstrong crooning “When you’re smiling, keep on smiling”. It was a nice way to wrap up what was surely an emotional roller coaster ride of a week.

The *Globe* news team graciously thanked residents and staff for “opening their hearts and lives” and commended Baycrest for “taking this leap of faith with us.”

“We saw the potential for this to be a groundbreaking series about life in a retirement home, giving full access to a news team with few limits on that access. That just doesn’t happen in most seniors’ residences,” said **Kelly Connelly**, Baycrest’s senior media officer. “We wanted Terraces residents to do all the talking and

express what was on their minds, and they certainly did.”

Terraces director **Sheila Smyth** said that being in the national news five days in a row was definitely challenging. “Everyone at the Terraces felt very protective of each other when the series was printed,” she said. “It brought us all together and I was proud of our residents’ response, their sense of humor, their respectful discussion with the reporter and their letter to the editor.”

Special thanks to Sheila Smyth, director of the Terraces and her professional staff who put a lot of time and effort into helping the *Globe* news team understand the context behind some of the strong comments residents were making about different aspects of the environment and social relationships.

The series can be accessed online at www.globeandmail.com/seniorhigh Baycrest Library has the newspaper clippings. **BM**



Terraces resident Rebecca Hoch is flanked by *Globe* and *Mail* reporter Rebecca Dube and photographer Kevin Van Paassen.

Art tour for Apotex residents

On every floor at Baycrest, a multitude of artworks are proudly displayed for their beauty, their significance and therapeutic value, including way finding. One cannot turn a corner without finding a painting, sculpture, photograph or installation - some created by Baycrest clients, many by world-renowned artists. Recently, the Baycrest Arts Club, a group of Apotex Centre residents interested in museums and the arts, toured Baycrest to take in its many treasures.

For the last year **Pat Dickinson**, coordinator of the Morris and Sally Justein Heritage Museum, art and design coordinator **Vivienne Marcus** and therapeutic recreationist **Helen Braun** have facilitated the Baycrest Arts Club, a monthly meeting in the

recreation room on the 7th floor. Residents from various floors gather for a one-hour presentation by Pat and Vivienne on arts-related topics, like silver Judaica, Jewish textiles, antiques or special collections. Pat and Vivienne bring pieces from the collections so that members can see them up close and add their own comments.

“For the last few months, we’ve thought it would be a great idea to take the members on an outing to see the art and museum installations in place,” explains Pat. “Baycrest is very fortunate to have such extensive cultural resources on site and this type of ‘outing’ ensures that our residents get the most benefit from them. You don’t need to leave the site to enjoy an art or museum experience.”

The outing was attended by about 30 people including 15 residents, along with their caregivers and staff and included a tour of some of the art in the main corridor, a few displays in the museum and artwork in the Silverman courtyard.

Vivienne provided the members of the Art Club with an in-depth presentation of the bicycle sculpture on the wall beside the WA Cafe and the large installation at the Khedive entrance. At the museum, they saw the Seder Table, featuring antique Coalport Seder dishes, and a display of Baycrest memorabilia, including a silver shovel from Birks which was used at the 1951 ground-breaking for the first Jewish Home for the Aged at this site. The group was shown the Treasures of Baycrest exhibit in the Garden Court and Lance Armstrong, the latest artwork installed at the Brain Health Centre elevators.

“We are very pleased with the tour and we are planning another outing when a special Sephardi exhibit opens in the museum this fall,” Pat adds. “Several caregivers told Helen that they appreciated knowing more about some of the sites at Baycrest so they can take their relative/client back on their own afterwards. That was one of the goals of our outing - to have clients and their caregivers realize that there is always something interesting to see at Baycrest.” **BM**



A beautifully laid Seder table is just one of the displays the Baycrest Arts Club saw on their tour of the Morris and Sally Justein Heritage Museum.

Baycrest volunteers recognized for their dedication

In 1918 a dedicated group of volunteers established the Toronto Jewish Old Folks Home. Ninety years later, the JHA is now Baycrest, and the group has grown to over 2,500 direct service volunteers. Many of these volunteers were recognized during Baycrest Volunteer Appreciation Week.

"This year's volunteer commitment represents an economic value of over \$1,900,000. That's pretty amazing," said **Syrelle Bernstein**, Director, Volunteer Services, in her speech at the Volunteer Appreciation Dinner. "In every area of Baycrest all of you make it happen. Whether assisting staff in a variety of ways or leading programs and initiatives, Baycrest is a better place because you are here."

In her speech, Syrelle described how as Baycrest grew, so did the opportunities for volunteers to get involved. She highlighted some of the

more recent volunteer-driven endeavours and emphasized how the volunteers themselves span generations, cultural backgrounds and even species - since some of our volunteers are of the four-legged variety.

Syrelle also thanked **Tobie Bekhor**, former Volunteer Advisory Chair and Baycrest honorary board member, who celebrated a special birthday last December by donating funds to renovate the Volunteer Service Department, giving it a bright welcoming and professional look.

"For 90 years our volunteers have been a pillar of the organization. They bring the heart and community into the lives of the clients we serve," Syrelle adds. "With the changing demographics of the voluntary sector we are up to the challenge of making sure Baycrest continues to be the agency of choice for people to contribute their time."



Syrelle Bernstein, director, Volunteer Services, thanks **Tobie Bekhor**, former Volunteer Advisory Chair and Baycrest honorary board member, at the Volunteer Appreciation Dinner.

Baycrest Staff Recruitment winners

The Research Centre for Aging and the Brain would like to thank all Baycrest staff, volunteers and visitors who signed up to "lend their brain" to research during the Baycrest Staff Recruitment Lottery.

The Research Centre for Aging and the Brain includes the Rotman Research Institute, and the Kunin-Lunenfeld Applied Research Unit (KLARU). Together the Rotman and KLARU are giving the world a whole new understanding - and new hope - about interventions and preventions which will transform aging.

Here are the winners of the Baycrest Staff Recruitment Lottery:

Daily candy jar challenge winners:

- Kimberly Blom**
- Tanya Brown**
- Anoosh Chaudhry**
- Namita Kumar**
- Brenda Quek**

Raffle prize winners:

Pickel Barrel gift card (\$50)
Iris Weinburg

Cineplex gift card (\$40)
Marlene Axmith

Best Buy gift card (\$30)
Larry Daiter

Indigo gift card (\$30)
Bev Zuaigen

Baycrest Gift Shop certificate (\$15) **Anoosh Chaudhry**

Baycrest Arts Store certificate (\$15) **Lisa Herberman**

Interview with the leaders

Terrie Tucker

Baycrest Matters continues with its "Interview with the leaders" series and met with **Terrie Tucker**, who was recently appointed as Director, Decision Support, a new position at Baycrest.

B.M: This is a new role for Baycrest. Why do we need a director of Decision Support?

Terrie: One of the key points that came out of the Listening Tours with **Dr. Bill Reichman** (Baycrest President and CEO) was that Baycrest needed to make better use of the data we collect in order to inform our decisions and drive our performance to the next level of excellence. There has been a need for evidence-based decision making for a long time. Baycrest is very rich with data, and my job is to transform that data into information that will help people to make informed decisions on how we provide better care.

For example, there is much data about falls, but we need to drill down deeper, and look at the different causal factors and correlations – like medications and staffing issues – to determine why clients fall, and what prevention strategies we can develop.

B.M.: What are some of your goals in this new position?

Terrie: My main goals are twofold – to break down the silos of information functions like finance, statistics, information systems, and patient care, and then to make better use of data we collect to inform our decision making.



Director of Decision Support, Terrie Tucker

B.M: What are some of the skills that you need for this position?

Terrie: I have a Bachelor of Arts in Economics and a Masters of Business Administration, but most importantly, an understanding of the business of hospitals. I was most recently Director of Decision Support at Centre for Addiction and Mental Health (CAMH) and at Royal Victoria Hospital in Barrie. I have always worked in the public sector, in municipal government, social housing and health care.

With accreditation coming up, this was also a perfect time to start. Since the accreditation agenda is to deliver better care and improve quality, it is very timely for us to determine what are the information needs to transform decision making that will lead to best practices. Baycrest is the centre of the universe in geriatrics. I saw this as a fantastic opportunity for me, and knew I could offer a lot to Baycrest with "fresh eyes."

B.M.: What are some of the first things you will be doing?

Terrie: Looking at the data is the first step. The second step is to make that information meaningful, the third is to change the way we apply that information. I am taking time to plan properly, to implement analyses, incorporating change. I am also developing dashboards for Baycrest – a central place where information is available and balanced score cards to with monitoring and measuring performance.

What are some of the challenges that you face?

Terrie: Some of the challenges will be priming Baycrest to adopt new systems, new techniques, change management, change leadership. My job is to help others understand what the best tools are to do their job efficiently, but this is certainly not a 'one size fits all' approach. We need to understand the needs of each program and tailor the tools to them.

B.M: Why is this innovative and how does this align Baycrest with other health care providers?

Terrie: This role is critical in high achieving organizations, and that is especially true of health care. We are much more focused on and accountability and we are concentrating on patient care. The more we know about our clients, the more sophisticated our analyses, the more support we have to implement improvement initiatives, the better our outcomes will be. We can achieve transformational change by using our information more effectively and translating our knowledge into changes in the way we do business and deliver care. **BM**

Join Baycrest's Youth Volunteers

The spirit of volunteerism is part of Baycrest's 90 year history and successes.

Volunteer Services invite youth between the ages 13-25 to join the Summer Youth Volunteer Program at Baycrest and help carry on the tradition. Being a youth volunteer is great opportunity to assist staff and help facilitate a variety of programmes such as creative arts, fitness, friendly visiting, community outings, administrative and computer work and a variety of therapeutic recreational programmes. Your dedication allows Baycrest clients to enjoy their surrounding community in the company of a new "friend".

Volunteers help Baycrest enrich care, enhance knowledge, enlighten minds. By volunteering at Baycrest, young people have the opportunity to broaden their knowledge, gain

experience, expand their social networks, and learn about research on aging.

Please help us to make a difference with your gift of precious time by being a volunteer. For further information on the program, please

contact us, the Volunteer Service Department, at 416 785 2500 ext. 2572 or by e-mail jsternhill@baycrest.org. You can also check out our website at www.baycrest.org/volunteers



Members of the Baycrest Volunteer Youth Council.



Blast from the past!

This girl was about five years old in this picture, ready to perform as a cat in her school play. She gave up her acting career to join Baycrest over seven years ago. Can you guess who it is?

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 volunteer Evelyn Weinrib, who can be found most days at the WA Café and the Creative Arts Store, often in the company of her dog Angel. Congratulations to Mary Batalion, receptionist, Diagnostic Imaging, who guessed correctly.