

# Baycrest Matters

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

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## IN THIS ISSUE

Krieser Award promotes ongoing learning **3**

Stressed out? Mindfulness meditation may be for you **5**

And the winners are... **9**

Worth Repeating: Here is the latest edition of Bill's Journal **10**

The Cole Family International Geriatric Clinical Travelling Award **11**

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

Baycrest is fully affiliated with the University of Toronto.

## Our Precious Heritage A Celebration of Sephardi Culture

**I**n partnership with members of the Sephardi community, *Our Precious Heritage - A Celebration of Sephardi Culture* will be launched on September 21 at the Morris and Sally Justein Heritage Museum at Baycrest.

This exciting exhibit focuses on life cycle events, the Sephardi home, Sabbath and synagogue, holiday traditions, Sephardi cuisine and the arts. Displays showcase beautiful Judaica and textiles from many countries, along with personal photographs and memorabilia from members of Toronto's Sephardi community. Highlights include a henna costume, an interactive map of the Sephardi World and a case dedicated to Sephardi cuisine, with bags of herbs, cooking utensils and a mimouna table.

The Sephardi culture is one of the two major traditions of Judaism, the other being the Ashkenazi culture of Europe. For many centuries, the communities of Spain and Portugal were the centre of the Jewish world in an era that has

become known as the Golden Age. Wherever Jews resided at that time - North Africa, Greece or India - they were influenced by the customs of their country of

residence but also maintained their Jewish identity and dedication to Jewish ritual and laws.

To most people, "Sepharad" means "Spain"

**Continued on page 2**



Morris and Sally Justein Heritage Museum committee member Elaine Glassman prepares a henna dress for *Our Precious Heritage: A Celebration of Sephardi Culture*.

**Our Precious Heritage...**continued from page 1

and the famous expulsions of the 15th century. In 1492, the entire Jewish community of 200,000 people were expelled from Spain. In fact, the Sephardi culture is the "root" culture of Judaism, and has ancient origins in the Biblical land of Israel. Through trade or transplantsations following conquests, the culture spread around the Mediterranean Sea, throughout the Middle East and as far east as India, in many cases co-existing with Moslem rule. Many descendants of these communities today are Sephardi, although many had no contact at all with Spain.

In the later Middle Ages, persecutions and expulsions in Europe catapulted Sephardim (and their culture) around the world. Many migrated to what was then the most tolerant country in Europe - Poland - where they helped build the growing Ashkenazi community. Many others settled in the welcoming Ottoman Empire and some later migrated into Palestine. Others came with the first explorers to North America where they founded the first Jewish congregations on this continent.

"Although Baycrest serves a predominantly Ashkenazi Jewish population," notes Bianca Stern, Director of Culture & Heritage, "the Sephardi exhibit is significant as it helps us to understand the diversity of Jews in the world and the rich scope of culture and heritage that this older branch of Judaism embodies. Our museum serves as a dynamic learning experience that allows us to increase our awareness of how each Jewish culture is unique."

Museum Coordinator **Pat Dickinson** notes that the purpose of the exhibit is not to compare one culture to another, but to celebrate the richness of the Sephardi way of life. "The museum has a history of partnering with different Jewish groups in Toronto to develop our exhibits, and we are so pleased to

present this one with the Sephardi community. We hope that many Baycrest clients and their families, as well as people from the Toronto community, will visit to learn more about this fascinating culture," she says.

The scope of the Sephardi exhibit is very broad both historically and geographically and will feature a special mural from Toronto artist Ian Leventhal. The display includes a Sabbath lamp from India, a silver tik (a case to protect and adorn the Torah) from Egypt and hand-painted ketubas (marriage certificates) and birth certificates from across the world.

A Moroccan henna dress lent to the exhibit by Sephardic Heritage Exhibit Committee member Suzanne Benchimol represents one of the most significant celebrations of life. A Henna is a traditional Sephardi ceremony of singing, dancing and feasting prior to the wedding ceremony. The bride wears a richly hand-made dress embroidered with golden thread, or in some countries, a beautiful evening gown. The bride's mother and mother-in-law adorn her with jewelry and place a tiny amount of henna, a plant that symbolizes joy, happiness and fertility, in her palm. Henna is also applied to the groom and other guests.

With the help of a strong committee and sponsors, it has taken two years to put the exhibit together. Pat adds that before embarking on a temporary exhibit like this, the Museum committee consults with Baycrest patients, residents and staff to gauge the level of interest. "In developing temporary displays like this as well as our permanent collection of more than 900 items of Judaica, we reach out to people at Baycrest and the members of the community," says Pat.

The Sally and Justein Heritage Museum at Baycrest presents frequent special exhibits for the



This henna dress, worn by a bride at a special ceremony prior to her wedding, is an example of the rich finery on display at the Sephardi exhibit.

enjoyment of Baycrest clients and families and members of the community.

The exhibit runs until September 2009. Guided tours are available. **BM**

# Krieser Award promotes ongoing learning

**T**he Krieser family, supporters of Baycrest, have long recognized the vital role played by physicians, nurses and allied health professionals in the provision of high quality of life to our clients and believes that staff should be encouraged to increase their knowledge and professional growth. Through their generosity, the Alfred & Helen Krieser Family Award is available to one or more persons annually to provide the opportunity to attend a workshop, conference or seminar in a subject related to their work or future career path.

This year, the Krieser Family Award was presented to Infection Prevention and Control coordinator **Jane Van Toen** and senior occupational therapist **Lynda Dunal**. Here are some highlights of the conferences they both attended in June:

Jane attended the 2008 Community and Hospital Infection Control Association of Canada (CHICA) conference in Montreal, Quebec. The theme of this year's conference was 'Mosaic,' depicting the many different areas of Infection Prevention and Control (IPAC) including education, construction, reprocessing, environmental cleaning, surveillance and how all components connect to create a solid complex.

"I often find an unofficial theme emerges at the annual CHICA conference. This year it was 'the healthcare environment and its role in healthcare associated



Baycrest occupational therapists (left to right) **Jackie Partnoy**, **Lynda Dunal** and **Janet Murchison** at the 2008 Canadian Association of Occupational Therapists annual conference in Whitehorse, Yukon.

infections,'" states Jane. "It was interesting to hear about the many Quebec initiatives developed in response to their recent problems with *C.difficile*." Jane notes that the evidence challenges the historical view of hospital housekeeping services, and that the future will bring specialized training programs for hospital environmental services and a closer working relationship between environmental cleaners, health care providers and IPAC.

Jane notes that no IPAC conference would be complete without discussions about the superbugs - MRSA and VRE. Speakers from England, the US, Canada, Netherlands and Sweden all spoke on this topic, reinforcing

the message that this is an international issue. Although the strategies to deal with these organisms are well understood (strict antibiotic stewardships, surveillance, hand hygiene, routine practise etc,) the ability of IPAC to enforce adherence to best practise differs considerably.

"Of course the networking, reconnecting and catching up with colleagues from across the country is a venue for combining business with pleasure. Speaking to the exhibitors is a great way to hear about what new IPAC products are coming onto the market," Jane adds. "Much of the knowledge I gained will help Baycrest residents as I incorporate

**Continued on page 4**

### Krieser Award continued from page 3

what I have learned into the Baycrest IPAC program.”

The generous funding from the Alfred & Helen Krieser Family Award provided Lynda the opportunity to attend and present at the 2008 Canadian Association of Occupational Therapists annual conference in Whitehorse, Yukon. With a population of 25,000 residents in Whitehorse, there are only 15 occupational therapists in the entire territory. “There was a noticeable difference in town when over 350 occupational therapists arrived,” comments Lynda.

The conference theme “Exploring the frontiers of occupation” was enhanced by keynote speaker, Madeleine Dion Stout who helped illustrate the importance of how traditions, cultures, relationships and material worlds affect daily living for First Nations, Inuit and Metis people. Madeleine was born and raised on the Kehewin First Nation in Alberta and has become an articulate nursing leader whose career has led her on a journey from public health nurse to internationally renowned speaker, policy advisor and aboriginal and women’s health advocate.

Along with Baycrest occupational therapists Jackie Partnoy and Sheryl Tenenbaum, Lynda presented **Contribution of a functional cognitive assessment in evaluating power mobility** - sharing with their colleagues how the addition of a cognitive assessment has been useful in guiding clinical decisions regarding our clients performance in power mobility related to the risks involved. Lynda presented with Baycrest occupational therapists Janet Murchison, Sharon Faibish and Anne Carswell (Dalhousie) **The Canadian Occupational Performance Measure: Toward a deeper understanding, which**



Reviewing poster presentations and visiting with colleagues: left to right - Mary Jane Kruger (Dryden), **Heather Candon** (Baycrest) Joanne McConnell (Owen Sound), Jennifer Blue (Hamilton) and **Jane Van Toen** (Baycrest)

focused on exploring the use of this measure with a complex population and the paradox of what seems like a simple tool and the challenges and opportunities it presents.

In collaboration with her peers Marlene Stern (Winnipeg) and Mary Manojlovich (Newfoundland), Lynda created **Electronic Documentation shockwaves felt across the nation: Catalyst for change**, a poster illustrating documentation issues identified through an OT practice leader network, how to move documentation issues forward and the value of the network related to documentation practice.

Lynda also attended presentations which supports the diversity in OT practice. Some of the highlights included the occupational therapist’s role in assessment of capacity, models of occupational therapy practice that focus on engagement, client centred enablement and a Canadian

practice process framework, and compassion fatigue. “This is a concept very relevant to healthcare workers - because we have compassion we are more at risk of this. This mini workshop had some excellent strategies,” adds Lynda.

“In addition there were many professional and social opportunities for connecting with and exchanging contact information. Already I have started to make plans to submit exciting topic areas for next year’s conference,” she says enthusiastically. “I have brought back professional knowledge which I have shared with my OT colleagues at our last business meeting. Several colleagues have sent me follow up information from the conference to augment our practice.”

Both Jane and Lynda would like to thank the Krieser family for providing the financial support to attend the conferences. **BM**

## The Alfred & Helen Krieser Family Education Award

The Alfred & Helen Krieser Family Award is available to Baycrest physicians, nurses and allied health care professionals annually to provide the opportunity to attend a workshop, conference or seminar in a subject related to their work or future career path.

### Criteria and Eligibility

1. Baycrest physicians, nurses and allied health care professionals who have been at Baycrest for over one year as of **October 31, 2008** are eligible.

2. Applicants must have satisfactory attendance and job performance records.
3. The Awardees will be selected based upon the following or a combination thereof:
  - ◆ The direct benefit that Baycrest could derive from application of the knowledge or skills the applicant will gain from participation in the educational experience.
  - ◆ The personal benefit that will be derived by the applicant.
4. Applicants are encouraged to first seek funding through their department education budgets. If such

funding is not available, then they may apply for funding through the Krieser Family Award.

5. Applicants will be expected to share what they have learned from the learning experience through the preparation of a report or delivery of a presentation eg. InterProfessional Rounds presentation.

**APPLICATION DEADLINE: November 1, 2008**

*For further information, please contact **Paula Ferreira** in Organizational Effectiveness at extension 2363.*

# Stressed out?

## Mindfulness meditation may be for you

**M**ost of us crave peace of mind, but that is sometimes difficult to achieve when you are juggling the responsibilities of your career, home, family and other stresses in your life.

If you are looking for a novel way to combat stress, mindfulness may be for you. Mindfulness is meditation in action and involves a “be here now” approach, being open to an awareness of the moment as it is and to what the moment could hold. It is a relaxed state of attentiveness to both the inner world of thoughts and feelings and the outer world of actions and perceptions.

You are invited to learn more about mindfulness by attending an experiential session on mindfulness with Research Fellow **Michael Marxen**, PhD, Rotman Research Institute, who leads weekly meditation classes at Baycrest. The presentation is part of *Mental Health Awareness Week* Monday, October 6 to Friday October 10. This is an opportunity for staff members to experience mindfulness as a way of reducing stress and appreciating the moment.

**When:** Friday Oct 10, 2008  
**Time:** 12:00 p.m. to 1:00 p.m.  
**Where:** Classroom ABC (second floor Baycrest Hospital)

There will be door prizes and giveaways!

For more information or to register please contact **Kristen Kee**, Occupational Therapist, at ext. 2713.



In the summer of 2008, the Baycrest Youth Volunteer Program was amazing because it showed us once again the positive impact youth have on staff, clients, volunteers and families. The program allows youth to investigate careers in health care and geriatrics and at the same time enrich the lives of everyone that they touch. The youth volunteers bring a certain kind of energy to an organization and this has made a difference to Baycrest and to the Volunteer Services Department. There is nothing like a sea of yellow t-shirts to make one smile.

*Syrelle Bernstein, Director, Volunteer Services*



In the summer of 2008, the Baycrest Youth Volunteer Program was amazing because our wonderful youth volunteers brought joy, vibrancy, smiles, and energy into Baycrest, interacted with our clients and made a lasting impact on Baycrest. Staff from around the centre stopped me in the halls, called me on the phone and wrote me emails to tell me how wonderful their volunteers are and what a difference they make to their programs. Volunteers helped with administrative tasks, made telephone calls, sold gifts in the Gift Shop, helped in the W.A. Cafe, assisted with recreational programs, friendly visited with our clients and escorted clients to programs. Youth Council, our leadership group, organized youth events including the orientation, and supported other youth volunteers. Baycrest shines in the summer because of our youth volunteers in their yellow t-shirts. 2008 was a great summer. We hope to see your smiling faces and feel your positive energy in 2009!

*Janis Sternhill, Coordinator, Volunteer Services*

In the summer of 2008, the Memory-Link Drumming Group program was amazing because our wonderful youth volunteers helped each client participate AND joined in themselves to help our group make incredible music together!

*Ruth Brickman*

In the summer of 2008, the Outdoor Walks program was amazing because our patients who are cooped up all winter got outside into the fresh air and sunshine, and enjoyed the gardens surrounding Baycrest!!! Thanks to all of our great volunteers!!!

*Joanne Ingell*

In the summer of 2008, the Terrace/Wagman Creative Arts program was amazing because our youth volunteers brought a great spirit of passion to share their skills, love and help with our seniors. They touched our members' lives with their endless love and kindness.

*Irina Iordanova*

In the summer of 2008, the Wal-Mart Outing was amazing because of the quality of assistance volunteers provided to the resident they were paired up with. In my opinion, these particular youth volunteers empowered the individual and allowed the resident to feel safe and secure in their surrounding environment. The Ice Cream Social program was amazing because of the variety of strengths each individual volunteer brought into the program-they were friendly, well-organized, independent, cooperative and pleasant and the list can go on. However, the youth volunteers were most enjoyed by our residents and community members who were always greeted and welcomed with a familiar smile.

*Phylicia Lafreniere*

In the summer of 2008, the Creative Arts Apotex program was amazing because we had 10 enthusiastic young volunteers adding excitement and spirit to all our programs in the studio and to projects in the Wintergarden Atrium. One of the most beautiful sights was seeing the joy on the faces of the Baycrest residents as these young people worked side by side with them on their masterpieces. All year I have been creating a "to do" list to best use this short burst of energy and I look forward to next year when we can do it again.

*Brenda Lass*

In the summer of 2008, our talented and hard-working youth volunteers contributed to making the Mountainview Community Day Centre program a success. Youth volunteers did a wonderful job socializing with the members, and helping out with the activities and special events.

*Alysa Heersink*

# HIGH HOLY DAY SERVICES

## Orthodox Services

### Rosh Hashanah:

Tuesday September 30 8:00 am Wortsman Hall  
Wednesday October 1 8:00 am Wortsman Hall

### Kol Nidre

Wednesday October 8 6:30 pm Wortsman Hall

### Hall Yom Kippur:

Thursday October 9 9:00 am Wortsman Hall  
Thursday October 9 6:10 pm Wortsman Hall

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## Alternative Chavura Services

### Abridged Service

#### Rosh Hashanah:

Tuesday September 30 2:00 pm - 3:30 pm Winter Garden  
Wednesday October 1 2:00 pm - 3:30 pm Winter Garden

#### Kol Nidre

Wednesday October 8 6:30 pm Wortsman Hall

#### Yom Kippur:

Thursday October 9 2:00 pm - 3:30 pm Winter Garden

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All guests and visitors who wish to attend with their family member require a ticket.

All staff, companions and volunteers bringing clients to Services **must wear** their ID badges to gain access.

**FAMILY MEMBERS, COMMUNITY MEMBERS AND VOLUNTEERS WHO HAVE NOT PURCHASED A TICKET WILL NOT BE ALLOWED ACCESS**

**Tickets cost \$80.00 PER PERSON FOR ALL SERVICES.**

Tickets are available at the Cashier's Office as of Monday September 8, 2nd Floor of the Hospital, ext. 2659

# And the winners are...

**T**he Shore/Gorman Awards Selection Committee of Baycrest is very pleased to announce the winners of the 2008 Hy & Bertha Shore and Harry & Sara Gorman Awards.

The families of Hy & Bertha Shore and Harry & Sara Gorman, dedicated supporters of Baycrest Centre, believe that every staff member plays an important role in maintaining high standards of quality care for the elderly. The following applicants were selected from many very worthy applications. We thank all of the applicants for their efforts and encourage all staff to consider this opportunity next year.

**Congratulations to Janet Murchison** of Occupational Therapy who has been given the award to support the completion of her program, *Mindfulness Based Groups, combining Mindfulness Based Stress Reduction and Mindfulness Cognitive Behavioural Therapy*.

**Congratulations to Lyzan Adams** of Nursing Administration who has been given the award to support the completion of her program, *Medical Administrative Assistant* at Humber College.

**Congratulations to Maroquine Aziz** of Research who has been given the award to support the completion of her program, *Master of Business Administration* at Wilfred Laurier University.

**Congratulations to Syrelle Bernstein** of Volunteer Services

who has been given the award to support the completion of her project: *"Baycrest Research About Volunteering among Older Adults (BRAVO)"*.

**Congratulations to Amy Clements-Cortes** of Culture & Heritage who has been given the award to support the collecting of data for qualitative study

from various sources such as client-composed songs, and the development and recording of these songs to a CD.

The awards will be formally presented to the recipients at a luncheon on October 16. **BM**



**FREE**

**Baycrest**

**Aging, Innovation & the Mind** THE SPEAKER SERIES

**Mental illness and the creative mind: The Brian Wilson Story**

The Beach Boys leader's story shows how mental illness and the creative mind meet and how proper treatment and support can help people with mental illness build on their passions and enhance quality of life.

**Tuesday, September 23, 2008**  
7:00 - 8:30 p.m.

Winter Garden ~ Baycrest ~ 3560 Bathurst Street, Toronto  
Free admission ~ Limited seating. RSVP by September 18th

416.785.2500 ext 6218 or  
e-mail: [speakerseries@baycrest.org](mailto:speakerseries@baycrest.org)

>>> **Dr. Brian Levine**  
Sr. Scientist  
Rotman Research Institute

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

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

August 27, 2008

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

I hope that this has been an enjoyable Summer for all of you. It seemed to me to go by pretty quickly!! Anyway, we have been quite busy over the past few months continuing to move ahead on our most important initiatives and I wanted to bring you up to date on an especially vital area of focus. During our "Listening" Tours and more recently in the "Lunch and Listen" sessions, many of our staff told me about specific areas of investment that were required to help us to reach even greater heights. Specifically, among the many great suggestions I have heard, our staff have repeatedly said that we needed to create more opportunities for learning and professional growth and development. In our Action Plan, we had committed to ensuring the ongoing professional development of our team members and that we would find every possible opportunity to build on our existing efforts.

Also, as part of the WorkLife Pulse Survey, many of our Baycrest employees told us that specifically, a major impediment to nursing staff accessing professional development courses and seminars is in their difficulty in getting time away from clinical duties. We have recognized that this has been a serious obstacle. We must give our people the support they need to excel in providing the best possible care - the best of themselves - to our clients, day in and day out. If we are truly serious about investing in the educational and developmental needs of our staff,

we have to "put our (limited) money where are mouth is".

Therefore, I am very pleased to report that we are now implementing a number of important advances including paid education days for our Registered Nurses and Registered Practical Nurses to support them in furthering their nursing and gerontological knowledge. Full-time nursing staff will be entitled to two days per year and part-time nursing staff to one day per year. In addition, we will be providing enhanced and structured educational opportunities for our Personal Support Workers. Our Baycrest management and our union leaders agree this is an excellent investment. We need to continue to find ways to remove impediments to accessing educational opportunities. This is one step forward and more details will be communicated in the near future.

We are also developing new educational supports for our Director and Management level staff to help them to be even more successful in their roles as leaders, facilitators, coaches and change agents. We are developing plans to implement a much more comprehensive approach to leadership development training for supervisors over the next few years. We will focus on providing a broad range of learning opportunities and resources to support leaders in their development (for example: classroom, self-learning, web-based and coaching opportunities, and various assessment tools). The goal is

to continue to bring new knowledge, new practices and new thinking to the challenges of leading in our growing and dynamic organization.

All of this of course supplements what is already in place including tuition reimbursement and our educational awards. You have my commitment to always exploring ways to support all of you, our dedicated staff in your continued professional development.

As you've heard me say before, in many ways, Baycrest is among the best organizations in the world in what we do. Being leaders in our field means we must ensure that at every level of the organization, up on our floors in the Apotex and the Hospital, in our clinics, in our community day programs, and in our research and educational settings, we are striving for and achieving excellence; we are supporting each other and importantly, investing in our professional growth; we are collaborating across disciplines and sharing the very best of our ideas; we are putting the needs of our clients, research subjects and students at the centre of all that we do. We have many challenges ahead, no doubt, but, we must never lose sight of the very simple fact that Baycrest can only be great, if we do as much as possible to invest in great people, our staff.

**Bill**

<http://intranet/ceo/>

# The Cole Family International Geriatric Clinical Travelling Award

**T**hrough the generosity of the Cole Family, dedicated supporters of Baycrest, this award enables clinical staff from Baycrest to visit and engage with noted authorities in their field, and visit innovative facilities across the world.

This prestigious award is dedicated toward the ongoing education and skills enhancement of Baycrest clinicians. Sharing expertise and experience in the field of geriatrics and long-term care will enhance the

clinical understanding of the participant, providing new insights to this field of work as well as encouraging international contacts and collegiality, mentoring, sharing of knowledge and mutual learning.

The Cole Family International Geriatric Clinical Travelling Award will be presented annually to one or more clinical staff member. The funds for this award are made available through annual disbursements from the Cole Family Endowment Fund.

Eligibility/Criteria Information and the application forms are available at the Organizational Effectiveness Department, second floor of Baycrest Hospital; at the Information kiosk on the main floor of the hospital near the cafeteria; and electronically on the Baycrest Intranet.

**Please note the deadline for submissions is December 12th!**

*No applications will be accepted after this date.*

## Welcome back Faith Malach

**B**aycrest is pleased to announce that Faith Malach is the new Program Director for Community Services (Community Day Centre for Seniors, Seniors Counselling and Referral and Senior Support Program) and will assume her role on Tuesday, September 2.

Faith has a strong connection with Baycrest, starting her career here as a social worker in Seniors Counselling and Referral and Complex Continuing Care. Following completion of her Master in Health Science and Health Administration at the University of Toronto, Faith

worked as a Project Manager with Baycrest Human Resources - Organizational Effectiveness department where she lead several key initiatives including the Employee Engagement survey, the MD compensation review, and assisted several departments with their strategic planning processes.

Faith then worked as the Baycrest Manager of the alternative funding plan where she worked closely with the vice presidents of Medicine and Human Resources and with the Ministry of Health. Most recently Faith assisted with the establishment of The Canadian

Coalition for Seniors Mental Health as the first Executive Director, reporting to co chairs (Dr. Conn and Dr. LeClair) and a National Board. She was a key player in facilitating the development of the first ever multidisciplinary national guidelines for the assessment and treatment of seniors' mental health. Faith was most recently Director Stakeholders and Strategy, Canadian Partnership Against Cancer.

## Research announcements

As many of you know, **Dr. David Streiner** announced earlier this year that he will be retiring from his leadership role in Research this month. A joint University of Toronto, Baycrest Committee has been struck to conduct the search for Dr. Streiner's successor. While that process is underway, **Dr. Paula Rochon** will take on the role of Interim Director of KLARU effective September 1, 2008. Dr. Rochon has been the Assistant Director of KLARU for the past four years and brings to the interim position her outstanding research, clinical and administrative knowledge.

There are other transitions occurring in Research. **Dr. Donald Stuss**, Vice President, Research and Academic Education, was recently appointed as the Scientific Director for the Heart and Stroke Foundation, Centre for Stroke Recovery. Despite assuming this new very important responsibility, Dr. Stuss will thankfully remain as Vice President, Research until June 2009. The search for Dr. Stuss's successor in this role has commenced.

However, effective next month, Dr. Stuss will no longer serve as Director of the Rotman Research Institute. **Dr. Randy McIntosh** has agreed to take on the role of Interim Director. Dr. McIntosh has been a member of the Rotman Research Institute

for over 10 years and has taken on increasing administrative responsibilities, first as the Assistant Director and in the Spring of 2007, as the Associate Director of the Rotman. The search for the permanent Director is anticipated to occur after the new VP, Research joins Baycrest.

The responsibility for Academic Education is transferred to **Dr. David Conn**, whose new title will be Vice President, Medical Services and Academic Education.



## Blast from the past!

This little dancer was all dressed up for a recital, but she traded in her dancing shoes for a nursing cap. Now a part of Baycrest's Nursing Leadership, she wears many hats.

Send your guesses to **Joan Mortimer** at [mortimerj@baycrest.org](mailto: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 **Janet Vericello**, Manager, Food and Nutrition Services, as many of you guessed. Congratulations to **Pauline Archer**, Central Dispatch who wins a Baycrest travel mug for her correct guess.