

Baycrest Matters

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

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www.baycrest.org

Baycrest is fully affiliated with the University of Toronto.

5 East treated to toe-tapping jazz



Friends and fellow musicians brought cheer to 5 East patient Eugene Amaro when they threw an impromptu jazz concert on the unit.

When a group of this country's most talented jazz musicians showed up with their instruments on 5 East to visit patient and fellow musician Eugene Amaro, they figured they would play a few tunes. When they saw the size of his room, they figured their jam session would turn

into a cram session.

They decided on the spot to play an impromptu concert in the more spacious activity area for all the patients to enjoy. It didn't take long to draw a crowd as they started playing some old jazz classics like Ain't Misbehavin'.

Amaro, who is known as one of the best tenor saxophone players in Canada, was delighted to see his musician buddies.

The quartet included Dave Caldwell on sax, Don Vickery on drums, Eugene's brother Jimmy Amaro on base, and Mike Allen on guitar. "Eugene couldn't be happier to have his friends around him," said his partner Helena Amaro.

Watching in the audience was Jazz FM radio host Larry Green, a former sax player whose father was a patient at Baycrest several years ago. For Green, it was a trip down memory lane to come back to Baycrest and he was pleased to see how much joy the music brought to patients, caregivers and staff. **BM**

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Your input helps improve your work environment

Fill out the Employee/Volunteer/Physician Engagement Survey starting November 24

Last fall, you gave us feedback of the change to your work environment by taking part in the WorkLife Pulse Survey.

The survey will be launched again this year on November 24 under a new name, the Employee/Volunteer/Physician Engagement Survey, and your opinion is important.

"One of my priorities is to ensure that the thoughts and opinions of staff are heard. This survey is one of many ways I get to hear what you think about your work environment and what needs improving upon," says Dr. Bill Reichman, Baycrest president and CEO. "This year's survey coincides with strategic planning at Baycrest and will not only help us gauge what you think of your work place, but it will also provide input into the strategic plan."

He adds, "I thank all of you who have shared your thoughts about our future direction through the Strategic Plan Survey and now I ask that you share your thoughts about your work environment through the Employee/Volunteer/Physician Engagement Survey."

Joni Kent, vice president, Human Resources and Organizational Effectiveness, says that the feedback collected last year helped the

organization make some changes that impact the way we work and our work environment.

"A lot of the feedback we received focused on staff wellness and the ability of staff to get their jobs done," says Joni. "This, along with feedback from the Listening Tours, allowed us to focus on systems and process that you said needed to change."

Some examples include:

- ◆ A pilot education program on Apotex 5 that helped staff learn skills to build more effective relationships with families. There are plans to role this out to other units.
- ◆ The establishment of a new Quality and Worklife committee which includes staff and management representatives who will work to support staff wellness issues.
- ◆ Our continued emphasis on two-way communication with staff through Visioning Tours, Lunch and Listens, Staff Forums, and surveys.
- ◆ Investment in the educational and developmental needs of our staff through paid education days for registered nurses and registered practical nurses. 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 provide enhanced and structured educational opportunities for our personal support workers.

- ◆ More unit directors were hired for the Apotex to allow for increased support to staff.
- ◆ Additional housekeeping staff were placed in the Apotex and on Behavioural Neurology.
- ◆ The recent Safe Practices Save Lives campaign which rolled out prior to Accreditation last spring and further emphasized our commitment to a safer environment.
- ◆ A new committee structure is now in place and includes broad-based representation from across the organization, including union and family representatives on certain committees.

"These are just a few of the changes that came from your suggestions," says Joni. "As we continue on our journey to make Baycrest a great place to work and volunteer, we look forward to your on-going feedback to help make this happen."

Look for surveys from November 24 to December 5 in your work area and in various locations throughout Baycrest. [BM](#)



Take Your Kids to Work Day

Grade 9 students donned hair nets to tour Baycrest's kosher kitchen, the largest in Canada, as part of Take Your Kids to Work Day on November 5. The action-packed day for 27 students also included a role-playing session to introduce the students to the various health care professionals at Baycrest, a lesson in art and design in the Apotex and a demonstration of the MEG and fMRI.

KLARU conference focuses on safety

Improving safety in long-term care settings was the theme at Baycrest's 8th Annual Kunin-Lunenfeld Applied Research Unit (KLARU) Conference last month. About 200 healthcare professionals from across Canada attended the conference in Toronto or linked to it via a live telehealth broadcast. One of the most significant topics discussed was the use of restraints and the increased risk of serious injury or death.

The use of physical restraints, including geri-chairs and seat belts and bed siderails, was explored in a workshop led by Dr. Liz Capezuti, registered nurse and professor and co-director of the Hartford Institute for Geriatric Nursing at the New York University College of Nursing. As one of North America's leading researchers on falls prevention, she explained that although it is unrealistic to expect nursing homes to eliminate falls completely, the goal should always be to practice a policy of least restraint.

"As health professionals in long-term care, we want to promote the highest possible functioning for a client, but we need to ask ourselves, 'What are the reasonable risks to take to achieve this goal?'" says Dr. **Laura Wagner**, chair of this

year's KLARU conference and a nursing scientist at Baycrest who specializes in patient safety research. Baycrest is currently updating its physical restraint policy to reflect a stronger emphasis on restraint minimization and an increase in the use of restraint alternatives. The revised policy will better reflect the evidence that supports this focus.

The day before the conference, Dr. Capezuti visited Baycrest to present Nurses Improving Care for Health System Elders (NICHE). The NICHE program at the John A. Hartford Institute for Geriatric Nursing is a collaborative, evidence-based effort to help nurses be a stronger presence in the inter-disciplinary team, to empower them to make decisions impacting elders and to provide additional training for nurses to transition to geriatric resource nurses.

"At Baycrest, we are preaching to the choir since all decisions are based with geriatric care in mind, but this is not the case in other hospitals," Dr. Capezuti explained. "The NICHE program aims to meet the demands of the aging population by importing principles and tools to stimulate a change in the culture of healthcare facilities to achieve

patient centered care for older adults."

Dr. Capezuti joined fellow panelists **Dr. Paula Rochon**, KLARU senior scientist and Nathan Herrmann, MD, Head, Geriatric Psychiatry, Sunnybrook Health Sciences

Centre, later that evening at the Café Scientifique, a public event at Baycrest which emphasized what researchers are doing to improve safety. The evening provided an opportunity to informally discuss safety issues with experts and what can be done to support public education and research knowledge dissemination.

Dr. Capezuti's visit was sponsored by the Finkler Visiting Scientist Program. **BM**

e-Health helps break down silos

Baycrest's new e-Health Program aims to help us better collect data, provide better patient care and share knowledge with our peers. The Program brings together the expertise of Decision Support, Health Records, Privacy, Admitting, Informatics, Information Management, Customer Services and Support, Technical Services, Telehealth, and web services with the overall goals of improving our work environment and our clients' experience at Baycrest.

This new program is led by **Terrie Tucker**, director of e-Health. "e-Health can help break down silos, redesign old processes and transform the Ontario health system. For Baycrest, it means that we use technology as a

tool to help focus on how the information we collect is being used to provide better patient care. We are using this information to make better decisions and to increase knowledge," Terrie explains.

One project that e-Health will focus on is enhancing the electronic health record, which improves quality of care. Terrie points out that after a gap analysis of the electronic record was performed, 28 recommendations related to changing processes, improving documentation, and improving systems like Meditech were identified. The implementation of these recommendations will enable better informed clinical decisions, which ultimately lead to, improved patient safety, and reduce risks. "

"The patient really is at the centre of all of this," Terrie says. "Although technology comes into play, it is really about what we are doing with information and knowledge, while adopting an ethical-based decision-making framework."

The creation of the Decision Support and e-Health programs provide better strategic alignment for quality and patient safety and the development of the corporate dashboard, a type of electronic gateway, which allows us to monitor and measure our progress to see how we are meeting our goals. The corporate dashboard has been developed, piloted and is posted on the Baycrest Intranet. **BM**

Dr. Donald Stuss receives honorary diploma from Michener Institute

Dr. Donald T. Stuss, vice-president, Research, received last week an Honorary Diploma of Health Science from The Michener Institute of Applied Health Sciences for his 30-year dedication the study of human frontal lobe function and his significant contributions to better understanding the human mind.

"The decision to recognize Dr. Donald Stuss for this award comes from his many years of contributions to health care innovation," says Cathy Fooks, Chair, Michener Board of Governors. "Dr. Stuss' illustrious career in health care and his many research projects and articles, appearing in over 160 journals and chapters, make him an ideal candidate for this honour."

Dr. Stuss was named the first Director of the Rotman Research Institute (RRI) at Baycrest in 1989. Under his stewardship, the RRI has evolved into a world-class centre for aging brain research. He is the Reva

James Leeds Chair in Neuroscience and Research Leadership, and a University of Toronto Professor of Psychology and Medicine (Neurology and Rehabilitation Science). He has published several books, including co-authoring the 1986 classic reference, *The Frontal Lobes*. He was recently appointed as the Scientific Director for the Heart and Stroke Foundation, Centre for Stroke Recovery.

The Michener Institute for Applied Health Sciences is Canada's only post-secondary institution devoted exclusively to applied health science education.

Michener Honorary Diplomas of Health Science are awarded to outstanding individuals who demonstrate leadership and commitment to the applied health sciences, as well as dedication to health care innovation and the advancement of applied health sciences education. In 2008 the



Michener Institute is commemorating its 50th anniversary by *celebrating educational excellence and inspiring health care transformation*.

"It is a significant honour for me to receive this honorary diploma. It is a particular pleasure in that the Michener is celebrating its 50th year of excellence, and I am proud to be part of those celebrations," said Dr. Stuss. **BM**



United Way Campaign Events

United Way Campaign Early Bird Draw... \$50 Plus

Baycrest will kick off the United Way Campaign on **November 17**, but you don't have to wait until then to show your support. United Way pledge forms will be distributed with your pay stubs on **Wednesday, November 12** and all pledge forms submitted by **Wednesday, November 19** with a **\$50 (annual) donation** will be entered into the Early Bird Draw. The prize for the Early Bird Draw is a **\$400 Yorkdale gift certificate** that can be used for any store in Yorkdale Mall and will be announced at the Gift Basket Raffle on **November 20**.

Pledge forms must be dropped in the United Way box in the Volunteer department, Baycrest Hospital, 2nd floor.

Campaign Kickoff Barbeque in November! Monday, November 17 Silverman Garden Court 11:30 a.m. to 2:00 p.m.

Celebrate the United Way Campaign Kickoff with what will probably be the last barbeque of the year! Enjoy a tasty lunch of a hot dog or veggie dog, fries and pop for the nominal cost of \$5.00. The barbeque is on whether rain or shine (even snow)!

Pictionary Tuesday, November 18 Winter Garden 11:30 a.m. to 1:00 p.m.

Be sure to join in this Baycrest tradition. Show your artistic side - and your support - in the United Way "United We Draw" Pictionary event. Get four of your colleagues together in a team to play a Charades-like game with players trying to identify specific words from their teammates' drawings. Teams will consist of five players. In order to participate, team captains must register their team by November 16 by e-mailing **Shamindra Fernando** (sfernando@baycrest-rotman.on.ca with: 1) name of team 2) names of each team member.

Cost: \$25 per team. For more information please contact Shamindra at ext. 3642.

Baycrest Amazing Race Wednesday, November 19 Silverman Garden Court 12:00 p.m. to 1:30 p.m.

The debut of the Baycrest Amazing Race in 2007 was a smashing success; building on this, the United Way Campaign will offer Baycrest teams the opportunity to participate in this activity modeled after the reality game television show The Amazing Race. The Baycrest Amazing Race is a fun-filled activity that will send participating teams to different

Pit Stops around the Baycrest main campus, completing a variety of challenges in order to earn clues that will lead to a final competition and the ultimate glory of being crowned Baycrest Amazing Race Champions!

A maximum of four teams of four to six competitors can register for the Amazing Race. There is an entry fee of \$30 per team. To register your team for the Amazing Race, please contact **Joan Mortimer** at ext. 2952 or email mortimerj@baycrest.org.

Gift Basket Raffle Thursday, November 20 Outside the Cafeteria 12:00 p.m. to 1:00 p.m.

We wrap up this year's campaign with the chance to win something nice! Purchase your raffle tickets (\$2.00 each or three for \$5.00) for one of the many fabulous gift baskets.

The United Way Campaign Committee is still looking for new items of value that can be used for prize baskets. We are looking for donations of gifts that could be included in: women's beauty and men's grooming baskets, entertainment baskets, children's and baby baskets, sports baskets, home improvement and gardening baskets and more. To donate a prize, please contact Syrelle Bernstein at ext. 2577.



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

November 10, 2008

Dr. William E. Reichman, Baycrest president and CEO

It's been two weeks since I sent my last Journal to you and since then much has happened.

Defining our future through a new Strategic Plan

To begin with, the Strategic Planning survey is now launched and the initial response rate has been very good. However, the survey is only available to staff as a mechanism to provide input to our plan for a certain amount of time (approximately another week). I encourage you to take the opportunity as soon as possible to provide your ideas, either through the paper survey found next to survey boxes across the campus, or at the diorama kiosk. If you prefer, you can contribute via our web link: <http://intranet/baycrestwork/strategicplanning/default.asp>

This week, stations will be set up mid-day outside areas such as the cafeteria and staff lunch room, where you can get a paper-based version of the survey, fill it out and get clarity on what certain questions mean. It takes only a few minutes to complete the survey, but the impact of your input will be long lasting.

The work teams are well into the process and in some cases will soon wrap up. They are, from what I am hearing, generating a lot of great ideas which will be rolled up into our strategic plan. Ultimately, all of that input will be shared through Staff Forums.

Staff participation in the Visioning Tour is also producing some very interesting and important ideas, and in

some cases, the hour is not long enough. So, I am continuing discussions with some of the participants after the sessions. This type of communication is very important in ensuring we are making informed decisions through our strategic planning process and that we have the strongest plan possible guiding our directions over the next three years. As such, we have added several more Visioning Tour sessions through November and into December to allow others to participate. Please do speak to your manager if you wish to sign up.

The Changing Financial Environment

Concurrently with all of this strategic planning work, we continue to examine how we can deal with this challenging financial environment that we, and others like us, have found ourselves in since mid-September. As you know, it is a combination of factors that have impacted our finances including uncertainty around government funding, much lower investment income than expected, and a difficult fund-raising environment.

These circumstances provoked us to move quickly in taking prudent steps to contain discretionary spending, including clarifying policies related to expenditures for catering, travel, and the use of consulting and purchased services. Last week, managers were provided with the pertinent information.

You have probably heard people talking about a "hiring freeze". In fact, what we are doing is reviewing every position that comes open to ensure it

is essential to fill at this time. There is now a clear policy on this that our managers are being asked to follow before proceeding to fill a position. This provides another opportunity for us to manage the financial uncertainty.

At the same time, we are looking for ways to increase our revenue or use current resources differently. The Foundation is looking at new fundraising strategies and we are of course talking to government. Our message at all levels is that Baycrest is a resource to the provincial health care system and with government support, we can play an even greater role in helping to serve the growing, aging population. Our expertise, programs and best practices - developed over many years - are in fact one "solution" the government can utilize to address the challenges it faces in reducing the pressures on the health care system - today and tomorrow. Interestingly, this is a message that is coming out of the Visioning Tour - that we are a very special organization that has a lot of expertise to offer the entire system.

I will certainly continue to keep you up to date on all of our progress. No doubt, this is a difficult and challenging period we and so many organizations are in, but as many of you have said to me in the last few weeks, you have been through economic downturns before, understand what the issues and needs are, and will do your best to keep our organization strong.

Bill

<http://intranet/baycrest.ca/>

Technology tour attracts Ontario Ministers to Baycrest

The Hon. John Wilkinson, Ontario Minister of Research and Innovation and Monte Kwinter, MPP York Centre and Parliamentary Assistant to the Minister of International Trade and Investment, visited Baycrest on November 3 for a technology tour. The government representatives were provided with an update on research at Baycrest and the use of technology that drives research and product innovation. They also learned more about the products being developed for commercialization in Baycrest's Centre for Brain Fitness. Among the stops on the tour was a visit to the research lab that houses a state-of-the-art functional magnetic resonance imaging brain scanner (fMRI). **BM**



Standing beside the simulator scanner that is used to prep research subjects before they undergo the actual scanning in the fMRI is (front, left to right): The Hon. John Wilkinson, Ontario Minister of Research and Innovation, and Monte Kwinter, MPP York Centre and Parliamentary Assistant (back, left to right) Rotman Research Institute scientist and MRI physicist **Dr. Simon Graham**, Baycrest vice-president, Research **Dr. Donald Stuss**, Baycrest president and CEO **Dr. Bill Reichman**, and chair of Baycrest's Board, **Dr. Anthony Melman**.

FREE Information Session Monday, November 24 1:30–3:00 Safe Medication Use

Speakers:

Dr. Paula Rochon, Baycrest Geriatrician & Senior Research Scientist, Kunin-Lunenfeld Applied Research Unit (KLARU)

Dr. Dallas Seitz, Psychiatrist, Postdoctoral Fellow at KLARU and Clinical Fellow in the Department of Psychiatry at U of T.

Wortsman Hall
Main Floor
Baycrest Hospital

Call to register:
416.785.2500
ext. 3374



Congratulations

Congratulations to **Dr. Paula Rochon**, senior scientist and assistant director, Kunitz-Lunenfeld Applied Research Unit (KLARU), who will assume the role of Vice-President Research for Women's College Hospital effective January 2, 2009. This expanded leadership role will enable Dr. Rochon to focus her scientific efforts on women's health - one of her areas of special interest. Women's College is the only academic ambulatory care hospital in the province

For 15 years Dr. Rochon has made significant contributions to Baycrest as a clinician, scientist, and leader within KLARU. She will continue as an Associate Scientist in KLARU, and with some clinical work.

Congratulations to **Patrick Warner**, Client Financial and Systems analyst, and his wife Tanya, on the birth of their son Marley Tarick Warner. Marley was born on September 26 at North York General Hospital weighing 7 lbs. 4 oz.



Welcome to Baycrest

Please welcome **Marg Creen**, who joined Baycrest as the manager, Occupational Health and Safety on Monday, November 3.

Marg has nearly 20 years of experience in Occupational Health and Safety, many of which was spent in the healthcare sector. As well as being a Certified Occupational Health nurse, Marg has a Master's degree in disability management and is a published author in this area. She has made great contributions to the field of health and safety through academic teaching, educational workshops and seminars. As a leader in the field of Occupational Health and Safety, Marg will be a great addition to our team.

**Your Voice -
Your Opinion
is
Very
Important
to Us**

**Please fill in the strategic
planning survey available until November 21**

You can fill in the survey in front of the cafeteria.
This is important to the future of Baycrest.

Marking Milestones

Celebrating Baycrest's 90th Anniversary

90th
ANNIVERSARY

In honour of Baycrest's 90th anniversary, Baycrest Matters is introducing a new contest. Check out some of the ground-breaking milestones on-line, on the LCD screens at the Khedive

and Apotex entrance or in the latest issue of the Bulletin. Each issue, Baycrest Matters will ask a question related to these milestones. Submit your answers to **Joan Mortimer** at

mortimerj@baycrest.org or call her at ext. 2952 to win a prize.

If there is more than one correct answer then a name will be drawn for the winner.

1983 The first behavioural neurology unit in the country opens to serve dementia patients with a focus on improving _____

- a. diagnosis and treatment. b. memory. c. their cooking skills.

Here is last week's answer:

Baycrest forerunner, the Toronto Jewish Old Folks Home, opens on Cecil Street in 1918. Congratulations to **Myra Erhman**, project manager, Informatics, e-Health, who wins a Baycrest travel mug for her correct guess.