

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.

Employee Physician Volunteer Engagement Surveys: The results are in



In November/December 2008, we asked you to complete the Baycrest Employee, Physician and Volunteer Engagement Surveys, conducted by Metrics@Work. Now that the results are in, Dr. Bill Reichman president and CEO, explains what the feedback means for Baycrest.

How many people responded to the survey, and why is the response rate important?

I want to thank all the Baycrest employees, physicians and volunteers who took the time and effort to complete this important survey.

We had a response rate of 28 percent. This is lower than we hoped for and we are already working at ways to get a higher response rate next year. Despite this rate the data are very valuable—it points us to where we need to focus and we can validate it through discussion with staff to ensure it does capture what people who work here are thinking. Everyone at Baycrest needs to know that their opinions matter and we are committed to listening to their response and taking action on what people think about Baycrest as a place to work. Making sure we are a great place to work is one of my top priorities.

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What did we ask? Through the survey questions, you reported on the following topics:

- Job Clarity
- Safe Work Environment
- Co-worker Cohesion
- Satisfaction with Supervisor
- Job Satisfaction
- Organizational Satisfaction
- Learning & Development
- No Blame Atmosphere
- Job Control
- Work / Life Balance
- Inter-Unit Cooperation
- Communication In the Work Area
- Resources and Supplies
- Intentions to Remain
- Organizational Communication
- Quality Improvement
- Performance Feedback
- Team Recognition
- Employment Relationship
- Employee Involvement
- Personal Recognition
- Workload

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

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Why is it important for Baycrest to conduct this survey in the first place?

Our most valuable asset is undoubtedly the people who work here - our staff, physicians and volunteers. We conducted the engagement survey to seek input into making Baycrest a better place to work. We started this process with the Listening Tours in 2007, and now this survey gives us a more comprehensive view of our employees' feedback about various elements of their workplace. It is a signpost on the journey toward a healthy workplace and presents a picture of our human resource strengths and the elements that require development. The survey results will be used to promote and support a truly healthy and engaging workplace. The survey is merely one way to measure how we are improving as an organization and how to gauge the temperature of the work environment year after year.

How is the survey connected to the new strategic plan we are currently rolling out?

One of the goals of the new strategic plan is to ensure Baycrest is a workplace of choice, where our people can excel and achieve their personal best; where we attract and develop the most talented and committed leaders and staff through our commitment to wellness, excellence and lifelong learning. We want to foster a learning environment that develops leaders, staff, physicians and volunteers to be exceptional in everything that they do. How we measure the quality of our efforts, including our performance and accountability, will be weaved into the fabric of our day to day work lives. We want to build a culture where we accomplish what we set out to do.

What did the survey tell us about our strengths and opportunities for improvement as an organization?

We scored high in many key organizational strengths including: job clarity; safe work environment; co-worker cohesion; satisfaction with one's supervisor; and job satisfaction. Over 75 percent of survey participants said they would recommend Baycrest as a place to work to friends, colleagues and family. We are high performers in all categories compared to the 150 Canadian organizations in the Metrics@Work database - our peers. We should be very proud of this accomplishment. But of course there is always room for improvement, and what the survey told us is that while many individuals felt they were satisfied with the level of involvement in decision-making and personal recognition, we need to do more in these areas. Over sixty percent of participants felt that they trust Baycrest to follow through with its promises and about half the participants stated that they felt they had enough time to do their job adequately. In particular, we must pay attention to these two areas, as respondents rated them as very important.

Why was it important for volunteers to complete the survey?

At Baycrest volunteers are an integral part of our culture and the survey reaffirms that. The results also told us that just about everything that is applicable to Baycrest staff members also applies to our volunteers.

Based on their response, we learned that volunteers are here to give back to the community and to serve the elderly, rather than to enhance their own personal development or

leadership skills. It is important to know why they have chosen Baycrest so that we can continue to offer an environment that suits their needs. Volunteers reported that they treat their roles with the same approach as they would their career - they have tremendous pride in their work, and most importantly, most of the survey participants said they would recommend Baycrest as a place to volunteer to their friends, colleagues and family members. We will use the feedback of our volunteers as we go forward with endeavours like action and strategic plans.

Now that the results are in, what are the next steps?

The Executive Team is going to ask the Quality of Work Life Committee to develop a plan based on the top priority coming out of the results.

In addition, leaders across the organization are reviewing the results for their own areas and will share and discuss the results with their teams to validate it and determine next steps. They will also develop action plans over the next two months which will be reported in to the appropriate vice presidents. Progress on this action will be tracked and reported on a quarterly basis.

How will Baycrest staff members, volunteers and physicians learn more about the results?

Baycrest staff members, physicians and volunteers will get further information from their managers/supervisors and the full report can be found on the Engagement Survey site at Baycrest@Work (intranet). Also, be sure to watch Baycrest Matters for ongoing communication and updates on actions related to this important work. **BM**

Caregiver support groups provide respite and good advice

As the Canadian population ages, we are growing more aware how dementias like Alzheimer's disease can rob older people of their cognitive impairment, quality of life, independence and their dignity. Many of us have seen the television ads which feature an adult daughter who brings lemons for her aging father to put in his tea, only to find an abundance of the fruits scattered about the house, and an older woman who feverishly hunts for her coat in unlikely places while a perplexed younger relative looks on. This attention in the media reminds us that dementia often becomes a family affair.

Baycrest provides care to people with dementia through inpatient and community services, but also offers two programs that help family members and caregivers who care for their loved one on their own: Caring for Your Loved One Support Group is a six-week program for adult children of dementia sufferers, while program participants can then continue on at a special Alumni Group. These programs free of charge are open to everyone – you don't have to be Baycrest clients or family members.

For Patti, who completed the Caring for Your Loved One Support Group and now attends the Alumni Group once a month, both groups provide her with the opportunity to share a laugh – or a cry. "Sometimes you are the neediest person in the room, sometimes you are the one offering the most support. Hopefully you are not in the same role each time," she says with a laugh. Her parents live on their own and her mother attends one of the Community Day Programs at Baycrest. "Through both groups I am better equipped to help my parents make choices about my mother's care."

Alumni Group participant Sarah, whose mother suffers from memory loss, adds: "These programs make you realize that you are not the only one going through it. The group helps me learn how to cope with the changes my mother is experiencing. I have learned that I can't expect my mother to change, but rather I am the one who has to adapt."

The Caring for Your Loved One Support Group is modeled after the guide of the same name which was written by Baycrest professionals. The group is facilitated by Baycrest social worker **Elaine Kohn** and occupational therapist **Nira Rittenberg** and the topics covered include: understanding the stages of dementia; how to communicate with a person who has dementia; how to cope with the activities of daily living; handling difficult behaviours and more. "What makes us different from other group programs in the community is that this is an education/support model, not just a support group. We are able to provide education and practical

strategies and solutions," explains Elaine.

Another unique aspect of this support group is the link to research – one of the pillars of Baycrest. "We are now conducting a joint project with the University of Toronto focusing on how the care giver role has been transformed," adds Nira.

Graduates of the Caring for Your Loved One Support Group are then invited to join the Alumni Group, who for over a year has met once a month on a drop-in basis. The group is facilitated by **Ellen Shanfield**, a Baycrest social worker who works with members of the community. "The Alumni Group is a great way that we can offer the continuity of service to participants through a more casual experience than the six-week program," says Ellen. "Here we are less structured, some of our discussion topics may be planned, or we may devote the evening to an issue brought up by a member of the group."



Members of the Alumni Group meet once a month. Pictured here are (left to right): Linda Fuller, Katy Korman, Patti Kirk, Bill Elleker, **Nira Rittenberg**, **Ellen Shanfield**, Linda McRae, Michele Bieler, Jerry Bagelman and Georgi Bagelman.



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

April 8, 2009

Dr. William E. Reichman, Baycrest president and CEO

In my recent communication to you, I committed to following up on a number of important subjects—one being how we will revise our organizational structure given that our friend and colleague, **Joy Richards**, is moving on to new professional opportunities after nearly 14 years as our Chief Nursing Executive, and the other critically important subject being the status of the new strategic plan.

CHANGES TO THE ORGANIZATIONAL STRUCTURE

Over the past week, I have been talking to both Joy and to her team on their thoughts about how we should revise and strengthen our program management structure based on their experiences. From feedback that I received, it was clear that we need to now consider aligning certain quality and safety functions more closely with the clinical programs and as such we are making a number of important modifications:

The Professional Practice Leaders will now report to a Director of Collaborative Practice and Special Projects and this portfolio will now be permanently part of Clinical and Residential Programs, led by **Chantal Graveline**. Infection Control will also become part of the portfolio of Clinical and Residential Programs with **Chingiz Amirov**, the director of that area, reporting to Chantal Graveline. The Chief Nursing Executive (CNE), who will report directly to me, will have Quality, Safety and Risk as well as the Clinical

Nurse Specialists (CNSs) within her portfolio.

Chantal, David Conn and the new CNE will work hand in hand as a senior team to ensure that we are providing the best possible patient care for our clients.

The new organizational charts are being updated on the intranet so you can see how all of this lines up.

INTERIM ARRANGEMENTS

While we search for the positions of CNE and the Director of Collaborative Practice and Special Projects, we have put the following interim arrangements in place:

Marilyn El Bestawi, in addition to her current role as director, Baycrest Hospital, will assume the responsibilities of Acting Chief Nursing Executive.

Joan Johnston, manager, Therapeutic Recreation, will become Acting Director of Collaborative Practice.

Maria Huijbregts, director, Quality, Risk and Patient Safety will, in the interim period, be part of the portfolio of Clinical and Residential Programs until the new CNE is hired. Maria will then move into reporting to that position. The CNSs will report into Maria during this transition stage.

Special thanks to Marilyn, Joan and Maria for their support.

STRATEGIC PLAN

After six months of work and the input of well over 600 people, we now have the essential elements of our new strategic plan completed, approved by our Board and nearly ready to roll out as a roadmap for the next 3-5 years. We must continue to keep all of you engaged in helping us to refine the plan and to add all of the necessary details. Our intent is to have the various committees or workgroups that helped us to get to this stage to also assist in defining specific measurable objectives and timelines for completion.

There are a number of critical points that you will notice when you see the plan.

First of all, while our plan articulates how we will move Baycrest forward in becoming the global leader in providing innovative and effective solutions to the challenges associated with the aging process, it also recognizes the importance of our roots. You will see reference to our history and values in the new mission statement that states: "We draw inspiration from the ethical and cultural values of the Judaic heritage" Our mission also contains additional detail around our commitment to the integration of patient care, education, and research. There is a stated dedication to our community and to

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Psychiatry Allied Health Professionals in conjunction with CCSMH presents:

Mood Disorders in Older Adults: An Educational Event for Families and Caregivers

Speaker:
Dr. David Conn, vice president,
 Medical Services, Baycrest

Date:
 Wednesday, May 13, 2009

Time:
 7:00 pm

Location:
 4E 82, Day Hospital Dining Room,
 Baycrest Hospital

This event is intended for family members and caregivers of loved ones with mood disorders. This informal educational workshop will provide family members and caregivers with information about common mood disorders in older adults. Information about the new guidelines for family members established by the Canadian Coalition for Seniors' Mental Health will also be presented, which will focus on the topics of depression and suicide prevention in older

adults. A discussion period will follow the presentation. All are welcome to attend!

For further information please contact **Kristen Kee** at extension 2713.

Worth Repeating:...continued from page 4

working harder as an organization that supports its staff by creating a stronger and more supportive workplace. This degree of emphasis is a commitment to ensuring we clearly define who we are in addition to where we are going.

Our values statement has additional specificity that defines how we live out the principles of Judaism in our day-to-day work – something many of our stakeholders thought was very important to include so that we are all, no matter what our jobs encompass, working from a common understanding and commitment.

I am sure, once you read the plan, that you will be asking how we can move forward with such a lofty vision and so many goals on top of all that we are doing now. That's exactly the question that the Executive Team is asking itself. We are using a priority-setting framework to determine what needs

to be done right now and what can come later. Some of what we must do sooner rather than later is essential to being a strong organization no matter how large we are. Other goals relate to building our capabilities and branching out into new areas over the coming years.

You will be hearing much more about all of this in the near future because our plan is not just a document. It is truly a map that will guide all that we do and as importantly, how we do it. So stay tuned for much more information.

I want to thank all of our staff, clients, families, and volunteers for being so dedicated to our organization during these difficult economic times. Yes, we are witnessing changes at Baycrest and there is some uncertainty that causes apprehension. But, we are a very strong organization with incredibly

dedicated stakeholders. Very soon, our financial status will be clearer and as we all hope, will be much stronger. As our President and CEO, I am very confident about our future and as excited today about what we can accomplish here as I was nearly two years ago when I first arrived. We will continue to move ahead. We will honour and thank those that gave us so much in the past and who are now moving on and we will use the changes occurring in our workplace to bring to Bathurst Street even more of the very best professionals in Canada and elsewhere to join and advance our special place.

Bill

<http://intranet/ceo/>

Can you help?

It didn't take long for **Julie Grossman**, clinical manager, 6 East, Baycrest Hospital, to feel like Baycrest was a part of her family. When she started here in her new role seven months ago, she was impressed with how warm and welcoming all her colleagues were. Not long after she joined Baycrest, misfortune struck her own family in February when her husband Jonathan Grossman was diagnosed with a rare bone marrow disorder called myelofibrosis - affecting two people in a million. This disease destroys the body's ability to produce blood cells and if left untreated, will mutate into a non-treatable form of leukemia.

Jonathan's only chance of survival and a cure is a bone marrow transplant. To date, the Grossman family have not been able to find a suitable bone marrow donor. Julie, Jonathan and their children Jessica and Jason have turned to the Toronto Jewish community hoping that

someone out there can help.

A **Bone Marrow Donor Recruitment Drive** will be conducted on **Sunday April 26, from 10:00 a.m. to 5:00 p.m.** at the **Adath Israel Synagogue, 37 Southbourne Ave.** near Wilson Ave. and Bathurst St. in Toronto. This drive is organized through the Gift of Life Bone Marrow Foundation, an internationally recognized organization facilitating bone marrow, blood stem cell, and cord blood transplants for children and adults suffering from life-threatening illnesses. Through targeted recruitment efforts focusing on Jewish communities throughout North America, Gift of Life has greatly improved the chances that Jewish patients needing transplants will find genetically matched donors.

"Although we are inviting people of all backgrounds to the drive, the likelihood of a donor match is higher within one's own ethnicity," explains Julie.

The registration process is fast and easy, and we only require a swab of cells from inside your cheek (no blood will be drawn at this time). The Grossman family would appreciate it if you could attend and be tested, and to pass along this request to any of your colleagues, friends and family members who might be interested in attending the Bone Marrow Donor Recruitment Drive. If you are in good health and between the ages of 18 and 60, you can become a donor.

If you are unable to attend the drive, but would be interested in registering to be on the donor list, visit www.giftoflife.org or the Canadian Blood Services Registry at www.onematch.ca

For more information on the search for a donor; how you can volunteer or help the Grossman family, please visit www.TheOffice.com. **BM**

Baycrest Long Service Awards Tea Reception

Wednesday, May 27

2:30 to 4:00 p.m.

Posluns Auditorium

Light refreshments will be served

Baycrest's Long Service Awards is a celebration of the exceptional contributions of our staff and physicians. We embrace this opportunity to recognize our employees with five, 10, 15, 20, 25, 30, 35 years of service and honour Baycrest retirees of 2008.

Invitations will be sent out in mid-April via email and through printed cards for recipients without Baycrest email. If you expect an invitation and do not receive one by May 10, please contact **Mary McDiarmid** at ext 2353 by 2009.

Recipients are asked to "come as you are", dressed in their usual workplace attire and Baycrest ID badge.

The opportunity to be recognized for your dedication to Baycrest, to have fun and win prizes will add to the festive atmosphere.



Baycrest BOARDwalk - leading by example

It's time to flex your muscles and your fundraising skills and get ready for the Baycrest BOARDwalk, the annual fundraiser now in its fifth year. The Baycrest BOARDwalk is a short stroll around Baycrest Campus, complete with a mid-walk snack of herring and schnapps and a backyard barbeque at the finish line. This year's event will be on Thursday, June 18 at 5:00 p.m. immediately following the Annual General Meeting of Baycrest and the Baycrest Foundation.

All Baycrest staff members and volunteers are invited to join BOARDwalk chairs Susan and George Cohon and their golden retriever, Tilly, a trained therapy dog, to participate in

the event by either organizing a team, walking as part of a team, or sponsoring a colleague who is walking. The Baycrest BOARDwalk is a fun way for staff, volunteers, clients and their families and private companions to help to raise funds for Baycrest while enjoying the fresh air, the company of their peers, great food and entertainment.

On-line registration at www.baycrest.org/boardwalk makes it easy to register and to collect donations from family and friends. BOARDwalk off-line sponsor forms are also available from Baycrest Foundation and more information is available by calling 416-785-2500 ext. 2035. **BM**

Three Simple Steps to Success

Register Online New walkers can go to www.baycrest.org/boardwalk and click on "Get Started Now." Returning walkers can simply login.

Personalize your very own fundraising Web site Upload your photo, or the photo of the person inspiring you to walk. Then, write a brief personal message to your sponsors, or spiff up the existing one. It's your page...have fun with it!

Ask, Ask, Ask! When you register on-line, it's easy to ask colleagues, supplier, friend and your family for support. If "online" isn't your bag, use our "off line" form available from Baycrest Foundation. Just remember, you'll need to drop off your off-line payments to the Baycrest Foundation by 3:00 p.m. June 18.

The Anne and Louis Pritzker Wellness Library



We're Moving!

Baycrest's Wellness Library is on the move! In Spring 2009 look for us in our new location in the Apotex, next to the Baycrest Library.

Upcoming FREE Information Sessions

May 19, 2009

Move Your Body. Stretch Your Mind

June 8, 2009

Diabetes and Brain Health

For All Baycrest Staff Are you stressed out? Do you need to learn to relax?

Baycrest presents
**Beyond Stress Breakout
Mini Seminars**

Wednesday, May 13

1:00 to 2:45 p.m. OR 3:00 to 4:30 p.m.

Classrooms ABC, second floor, Baycrest Hospital

Take advantage of a 90-minute session stress relief session with Eli Bay. You will float out of the session surprisingly revitalized and likely sleep unusually well.

Eli is a world recognized master at providing his audiences with deeply restful and recuperative states and shows people simple methods to do it on their own.



No pre-registration required.

Please bring a blanket or towel or yoga mat with you to the session and sign in with Eli when you arrive at the session.

If you have any questions, please call **Ursula Watson** at ext. 2365.

Changes in Baycrest leadership

Farewell

Baycrest sadly bid farewell to **Joy Richards**, vice president, Collaborative Practice, Quality, and Chief Nursing Executive, who accepted the position of Vice President Professional Practice and Chief Nursing Executive at The Scarborough Hospital.

We will certainly miss Joy and wish her well. Joy's last day at Baycrest was April 9.

Farewell to **Genevieve Brown**, administrative nursing coordinator, who will be leaving Baycrest to take on a new challenge. Genevieve has accepted the position of Executive Assistant to the Vice President of Professional Practice and Chief Nursing Executive at The Scarborough General Hospital.

Genevieve's last day of work will be of April 30. We will miss Genevieve and wish her all the best.

Farewell to **Bryan Morales**, clinical manager, 7 West is leaving Baycrest to follow his passion for Infection Prevention and Control at the Scarborough Hospital. Bryan's last day will be April 23.

Farewell to **Kim Tabac**, director of Human Resources Operations, who will be leaving Baycrest in order to take on the role of director, Human Resources with eHealth Ontario. Kim has been at Baycrest since October of 2007. She played a key role in our transition to Program Management and has led several improvements in our HR systems.

Farewell to **Jill Kouri**, who has been the acting director of Finance for the last several

months. Jill has decided to leave Baycrest to focus on her consulting practice. Her last day at Baycrest is April 28.

Congratulations

Congratulations to **Manson Locke** who assumes the role of director, Human Resources. With the completion of our new strategic plan, there is a continuing need to strengthen Human Resources programs and services to better meet the needs of Baycrest. Manson joined Baycrest in September of 2001. Since then, he has taken on increasing levels of responsibility with Baycrest and, over the past year, Manson has provided increased leadership on critical human resources programs and systems.

Congratulations to **Isobel Manzer**, who accepted the position of program director, Ambulatory Services, Clinics and the Community Outreach Team and The Day Treatment Team. Isobel has wonderful background experience leading interdisciplinary teams both at St. Michaels Hospital and Bridgepoint Centre and is excited to support these two additional services. Isobel will work to support linkages across the many services within ambulatory and outreach programs and link with other Community and ambulatory services.

Congratulations to **Barb Steed**, program director, Brain Health and Ambulatory Services, who accepted additional responsibility for outpatient mental health services, including the Geriatric Psychiatry

Outreach Team, Psychiatry Day Hospital and Outpatient Psychiatry. This has strengthened the continuum between Brain Health and Mental Health and will assist as we unfold the new strategic plan. Barb has begun working with the teams and the Medical Program Directors in Mental Health and is looking forward to supporting linkages between the various services within her portfolio and across Baycrest and the community.

Welcome

Baycrest welcomes **Joe Chan** on April 20 as deputy chief financial officer. Joe is a chartered accountant and brings many years of knowledge and experience in long term care and hospital financial management and was formerly at Yee Hong Centre for Geriatric Care, Sunnybrook Health Sciences Centre and most recently he was director, Financial Planning and Reporting at St. Michael's Hospital. Joe begins his career at Baycrest on April 20.

Please welcome **Lana De Meo**, who joins Baycrest this week as human resources advisor. Lana was most recently at Humber River Regional Hospital where she was a senior human resources generalist. Lana has significant experience in labour and employee relations, recruitment, compensation and benefits. **BM**