

Baycrest Matters

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

OCTOBER 28, 2009 VOLUME 5, NO. 21

IN THIS ISSUE

Where the
Journey began 2

What will Baycrest
look like in 2014? 4

Every Voice
Counts 6

Bill's Journal 7

Baycrest Matters
is published 25 times
a year.

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

baycrest.org

Baycrest is fully
affiliated with the
University of Toronto.

We have a strategic plan...

Next up is a roadmap to help us reach our strategic goals.



Now that we have a new strategic plan, the next step is to make sure all the strategic goals set out in the plan can be achieved. Simply put, we need to create a roadmap to get from here to there.

Many organizations, including healthcare facilities, are turning to balanced scorecards as a way to create a roadmap that helps measure progress. The scorecard helps us check that the kinds of activities we perform every day are aligned with the new vision and strategy. With a scorecard, we can monitor and measure the progress we're making toward reaching our strategic goals and make adjustments to our activities if we need to do so.

The scorecard is like a car's dashboard: it contains all the gauges needed to monitor the performance of the car. The speedometer shows how fast the car is moving. The 'check engine' light helps make sure all mechanics are working properly. The gas gauge indicates whether there is sufficient fuel to make it to your destination.

It's not always easy for individual staff members to see how their singular role can possibly make a difference on the balanced scorecard for Baycrest, but **Terrie Tucker**, director of E-Health, says each staff member plays an important role, regardless of their position or department.

Continues on page 2

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Baycrest's scorecard will measure performance across four key areas or quadrants:



Client

- Develop and provide highly specialized services in aging, cognition and mental health
- Develop and provide innovative and exceptional interprofessional care for the aging population

Innovation, learning and growth

- Empower the individual to self-direct their journey along the aging process
- Integrate care, research and education

Internal processes

- Be a workplace of choice where people achieve their best.

Finance

- Develop and implement a sustainable business model.

The strategic plan is your itinerary. Goals and objectives are your roadmap. The balanced score card is like the dashboard of your car which indicates how fast and far you are going, when you need to refuel, or if something is malfunctioning.

Strategic plan ... continued

“Each staff member can ensure there is gas in the tank of the car, and that it is always running smoothly,” says **Joni Kent**, executive team lead for strategic planning and vice president, Human Resources and Organizational Effectiveness. “We can each do our part to move the organization towards our goals.” If an organizational goal is to increase our rating in “client satisfaction” on the scorecard, each unit/department can influence that by coming up with strategies to help ensure that clients and their families have a good experience, she explains.

The traditional thinking used to be that “if we made money, then we were successful”, explains Terrie. But in today’s results-driven environment, it’s more than just financial stability – it’s about overall performance.

For Baycrest, our scorecard will measure performance across four key areas or quadrants:

- Client
- Innovation, learning and growth
- Internal processes
- Finance

Each of these four areas has defined objectives to be completed by target dates. For example, developing a patient safety framework would fall into the “client” quadrant. Increasing the number of students would be part of the “learning” quadrant.

Our balanced scorecard system is still being developed and will be completed in the near future. Then we will begin to apply it to our daily working life. You’ll learn more about how it will apply to your department in coming months through your manager. The scorecard will help us determine what works and does not work in terms of activities that support Baycrest’s vision and strategic goals.

BM

Where the journey began

The Baycrest Board approved our new strategic plan in April 2009, the result of six months of work and input from hundreds of stakeholders. Throughout the summer, we have worked on transforming our strategic plan from just a document to a roadmap that guides our journey and helps us reach our goals.

Where we are now

The executive team is very close to having a detailed implementation document covering exactly what we need to do during the first two years of the five year strategic plan. Teams have been focusing on defining specific measurable goals, objectives, tactics, timeframes, and the resources required. Very shortly, we will take all of that work and determine what we need to do first and be very selective in order to increase our chances of success. That kind of prioritization sounds easy, but there is a 'science' behind it, so the executive team is investing a great deal of effort to learn how to do it well and consistently across the organization.



Your role

Soon you will have the opportunity to help create plans to reach your unit/department's goals. These specialized goals will be based on key goals the organization has chosen to move Baycrest forward towards our vision. Your director/manager will bring your team together over the next couple of months to start this process.

You may be asking what you can do now to learn more about the plan. The answer is plenty.

- Ask your director/manager to invite **Dr. Bill Reichman**, Baycrest president and CEO, to one of your staff meetings as part of our "Living the Vision Tours".
- Go on-line at baycrest@work to learn more about the plan and see what some of your colleagues have said they think Baycrest will look like in 2014.
- Let us know what you think. Please contact **Joan Mortimer** at ext. 2952 or **Annette Duvdevani** at ext. 3314 to share your thoughts. **BM**

AT A GLANCE

Here are Baycrest's Mission, Vision and Strategic Goals:

BAYCREST MISSION

Baycrest is dedicated to achieving excellence in providing the best possible experience and care for the physical and mental wellbeing of people during their journey of aging.

We draw inspiration from the ethical and cultural values of the Judaic heritage which support our commitment to the art and science of healing and the preservation of human dignity throughout the lifespan.

BAYCREST VISION

We will be the global leader in providing innovative and effective solutions to the challenges inherent in the process of aging through the integration of exemplary clinical care, education and scientific discovery.

STRATEGIC GOALS

- Integrate care, research and education into the fabric of the organization
- Develop and provide highly specialized services in cognition and mental health
- Develop and provide innovative and exceptional interprofessional care for the aging population within the evolving health care system
- Empower and support the individual to self-direct their journey along the process of aging
- Develop and implement a sustainable business model
- Be a workplace of choice where our people can excel and achieve their personal best

What will Baycrest look like in 2014?

Baycrest Matters caught up with a few staff members and volunteers to discuss the new vision. We asked them what it means to them and what they think Baycrest will look like in 2014. Here is what they had to say – you can watch videos of these interviews on-line at baycrest@work:



Dr. Bill Reichman
Baycrest president and CEO

"By 2014, Baycrest will be the new professional home of some of the strongest leaders in aging and in aging and brain research. We will be known across the globe for our novel scientific and clinical contributions to optimizing the experience of aging through staying physically and mentally fit for as long as possible. We will have demonstrated our capacity for exemplary care of the most frail, complex elderly approaching the end of their lives. We will be unrivaled in the impact of our innovation in clinical care delivery to seniors in addressing health system priority needs. Because of our dedication to excellence in education, we will be the first choice of local and distant students and professionals across the health disciplines who wish to learn about our field."



Laura Wagner
gerontological nursing research scientist

"I think one of the big changes by 2014 is that front line staff will have a better idea of research and evidence based practice and how it informs the care they provide. What I do is work along side all levels of staff to get them to think about research and how it can improve care. One example is the work we have done in falls best practice. Baycrest is the premier centre for aging and the brain, and because of this position, we can provide a high quality of life to seniors both locally and across the world."



Jorge Vitorino
clinical equipment mechanic

"I think Baycrest is going to look somewhat like it looks like today – but even more so, it will continue to be a leader in research and care for seniors. My role is to ensure that clinical equipment and assistive devices are running smoothly so that seniors can lead a comfortable and independent life."



Anne Max
social worker, Community Outreach Team, Geriatric Assessment Treatment Unit and Café Europa

"I think that we will have a better integration of research and care. I am hoping that the Jewish values that Baycrest was founded on will continue to be an integral part of the organization. I also see greater collaboration with community resources and continue to build on partnerships with other agencies that we've worked with over the last couple of years."

BAYCREST VISION:

We will be the global leader in providing innovative and effective solutions to the challenges inherent in the process of aging through the integration of exemplary clinical care, education and scientific discovery.



Suman Iqbal
unit director,
Apotex 5

"The type and quality of care we provide is recognized world-wide. In 2014 we will be an even more cohesive team, working together to meet the needs of the residents, and setting the bar for other organizations, and our staff will be satisfied with the work that they do with the resources that we provide to them."



Pauline Archer
porter

"I think Baycrest will be a workplace that fosters and enhances personal and professional growth for all staff, families, clients, volunteers and others. I have one-to-one interaction with clients and motivate and encourage them to take part in activities and life within Baycrest."



LIVING THE VISION TOURS

Want your team to learn even more about where Baycrest will be five years from now?

Managers/supervisors/directors invite **Dr. Bill Reichman**, Baycrest president and CEO to one of your upcoming staff meetings for a discussion on what each staff member can do to "live the vision."

Call **Pamela Freeman**, Executive Office, at ext. 5441.



Susan Taerk
volunteer

"I actually think that Baycrest is going to look younger in 2014, and by that I mean the clientele. Because there are more of us (the baby boomers) aging, we will make more use of the services at Baycrest than there are now. Right now I am working on the BRAVO research project, which is designed to find out whether volunteering in older adults helps their health and their brain power as they age."



Janis Sternhill
coordinator,
Volunteer
Services

"In 2014, I feel that Baycrest will have clients of many ages and many needs. I think we will have the elderly and the boomers of today who will need assistance, but I think we will have a lot of people of different ages who want to know how to age healthy in mind, body and spirit. In the volunteer office, we see volunteers of all ages, backgrounds and intellectual abilities. Whatever the clients, staff, and family members may be doing, volunteers can help them, can be with them and can guide them. Volunteers learn from Baycrest, and Baycrest learns from our volunteers, and I think that is all part of exemplary care."



We want to hear from you! If you would like to comment on what you think Baycrest will look like in 2014 and be interviewed, please contact **Joan Mortimer** at ext. 2952 or **Annette Duvdevani** at ext. 3314. **BM**

Every Voice Counts

Fill out the Employee/Physician/Volunteer Engagement Survey starting November 16



A lunchtime Frisbee club, a new staff recognition program on Apotex 5 and spiritual reflection sessions for the staff of 6 West are all new initiatives that developed out of your feedback from last year’s Employee/Physician/Volunteer Survey and led to a better workplace. Lend us your voice again this year to continue to shape your work environment.

From November 16 to 27, all staff, physicians and volunteers will be asked to voluntarily complete the Employee/Physician/ Volunteer Engagement Survey.

“The survey is one of many ways we get to hear what staff and volunteers think about their work environment, what works for them and what needs to be improved upon,” says **Dr. Bill Reichman**, Baycrest president and CEO. “The results from this survey have led to tangible, positive changes within Baycrest.”

Joni Kent, vice president, Human Resources and Organizational Effectiveness, agrees. “We are striving to create an environment for our staff and volunteers where they can excel and achieve their personal best as part of our commitment to be a workplace of choice,” she says. “Making sure we are a great place to work is one of my top priorities.”

The survey has been developed by Metrics@Work, which is affiliated with Brock University, and Baycrest’s Organizational Effectiveness Department is coordinating the survey.

There are four ways you can complete the confidential survey:

1. For individuals with Baycrest e-mail, you will be sent a link to complete an electronic survey. Once you go to the link you will be asked to submit an e-mail address where you will be sent more information

about the survey. You can submit a work e-mail address or any other if you feel it is appropriate. We encourage all staff with an e-mail address or access to the Baycrest Intranet to complete the electronic survey as this will reduce the cost of conducting the survey. Please Note: You are able to leave the survey and return at a later time.

2. Metrics@Work will provide a number of online access codes for participants to log on anonymously from any computer. Instructions on how to gain access will be communicated closer to survey date.

3. For staff who do not have access to e-mail, a paper copy will be provided to you by your manager/supervisor. Paper copies of the survey will also be available throughout the care areas of Baycrest and the Organizational Effectiveness Department (Room 2E22, Baycrest Hospital, second floor).

4. Group sessions for up to 50 people will be organized by Organizational Effectiveness to help individuals complete the survey. **BM**

WORTH REPEATING:

Here is the latest issue of Bill's Journal

October 26, 2009

Dr. William E. Reichman, Baycrest president and CEO

We are well underway in developing our new strategic plan and the Executive Team, after extensive consultations with staff and other stakeholders, has now successfully defined organization-wide measurable objectives for the next two years. Our Baycrest leaders will learn a new methodology for ensuring that we successfully execute our plan and achieve our objectives with the very active involvement of staff at all levels of the organization. More specific information about this will be shortly forthcoming.

Additionally, now that the plan is coming into stronger focus, we have taken the opportunity to appraise and refine our organizational structure. Given the need for the very strongest possible focus on continuing to build our capacity for the highest quality and safest care at the bedside, we have decided to take the following actions.

- We will now combine the role of VP, Quality, Safety and Risk Management and Chief Nursing Executive (CNE) (presently vacant) with the VP, Clinical and Residential Programs and Collaborative Practice (presently **Dr. Chantal Graveline**) into one singular position. This will facilitate greater focus and alignment of those priorities related to achieving clinical excellence. We have been recruiting for the VP/CNE position but will now revise our search to find the most suitable candidate for the expanded, combined VP role. This new VP will work closely with the VP Medical Services as a leadership dyad to ensure we are well positioned to achieve our

clinical goals across the campus using an interdisciplinary model. We have changed the titles of the leaders of each of the clinical areas to Executive Directors and Executive Medical Directors, which is in keeping with equivalent titles at peer organizations.

- Our strategic plan dictates that we must strengthen our efforts in the integration of clinical care, research and, vitally, education. In fact, the Research Advisory Committee of our Baycrest board has now been changed to include education in its mandate. It is now named the Academic Advisory Committee to reflect this broader oversight. As a result of the increasing priority we have on education, we will now have a dedicated VP, Education, similar to what many other academic health care facilities have adopted. This will allow us to direct even more attention and resources to how effectively we are teaching students and our own professional staff. We are privileged to have many dedicated and experienced educators on our campus who are also University faculty members. An individual who stands out is **Dr. David Conn**. He is globally recognized for his remarkable ability to effectively share knowledge and to mentor students. He is passionate about the need for Baycrest to substantially increase the scope and effectiveness of our educational programs. As a result, David has graciously agreed to take on this vastly expanded and more complex education portfolio. Because the work to be done in advancing our educational mission is so extensive, we will need to separate the role of

Continues on page 8

Bill's Journal ...Continued

VP, Medical Services from that of Education. As a result, we will commence a search for a new VP, Medical Services to whom our medical leaders will report. We aim to find an internationally recognized physician leader in geriatrics for this role. In the interim, David Conn will continue to serve in this role.

As many of you know, Dr. Chantal Graveline, who had been at the helm of our clinical and residential portfolio, has been away on a sick leave for a number of months. We look forward to her expected return and will provide you with more information about her revised role in the organization when she is back at work at Baycrest. In the meantime, as we search for the new VP, Clinical and Residential Programs and CNE, **Linda Jackson** will be managing the administrative responsibilities associated with the Clinical and Residential Portfolio and

Marilyn El Bestawi will continue to provide her strong contributions as interim CNE while she also directs the hospital in partnership with **Dr. Terumi Izukawa**.

I also want to thank **Dr. Randy McIntosh** for stepping in as Interim VP, Research while our search for the permanent incumbent continues.

In addition to all of the above, we are about to open up searches for new Chiefs of the Departments of Medicine, Psychiatry and Psychology. No doubt, the coming several months will see the recruitment of a new generation of academic leaders at Baycrest. We will do our very best to fill all of these important positions with the very strongest available talent from across Canada and the globe.

Bill

Invest in Canada Savings Bonds

Baycrest continues to offer employees the opportunity to invest in Canada Savings Bonds through the Payroll Savings Program. Application forms are available in the Payroll and Human Resources Departments. If you want to make changes to your current deduction, (i.e. increase the amount) you will need to complete the Payroll Deduction Change Form. All applications, including the original and the employer's copy need to be sent to Payroll by Friday October 30.

You can also sign up online e-campaign.csb.gc.ca. You must enter your Employer Code 16345 when logging onto the E-Campaign Web site. If you have any questions about the Canada Savings Bond Program, you can speak directly to Canada Savings Bond experts by calling the toll-free Customer Service number at 1-888-467-5999.

Remembrance Day

Wednesday November 11

Join us in

A Moment of Silence
11:00 a.m.

Followed by a reading of
"In Flanders Fields"
and the traditional piece of music
"Taps"

to be played over the Public Announcement System.



2009 Canadian Patient Safety Week of November 2

Ask. Listen. Talk.

During the week of November 2, Baycrest will recognize Canadian Patient Safety Week, an endeavour of the Canadian Patient Safety Institute. At this time, Baycrest staff, volunteers, clients and families can acknowledge some of Baycrest's "best practices" around patient safety and our achievements as an organization.

"Good healthcare starts with good communication" is the message for this year's Canadian Patient Safety Week. Health care professionals, clients and their families are encouraged to ASK more questions, LISTEN to the answers and TALK openly about their concerns related to safety.

Between 9,000 and 24,000 Canadians die each year from preventable adverse events in healthcare settings. The goal of this week is to raise awareness

of patient safety issues, related programs and projects surrounding medication reconciliation happening across Canada-at national, regional and local/organizational levels.

Visit **Eileen Chang**, specialist, Patient Safety and Risk Management and **Pauline Santora**, clinical coordinator, Pharmacy, at the Khedive entrance to learn more about medication and insulin pen safety on Wednesday, November 4 from 11:30 a.m. to 1:00 p.m. Throughout the week, Eileen will randomly tour different areas around Baycrest to recognize individuals who are making Baycrest a safer environment through their daily tasks.

For more information please contact **Eileen Chang** at ext. 2773 or go to patientsafetyinstitute.ca

November 4 is National

Take Our Kids to Work Day!

REGISTER BY FRIDAY, OCTOBER 30TH

Baycrest is once again inviting Grade 9 students to Take Our Kids to Work Day. Baycrest offers a formal approach to help the students understand what this place is all about and offer them a peek at a variety of potential career paths. In past years, the day was always a huge success.

Beginning promptly at 9:00 a.m. and ending at 3:30 p.m., the day will include interesting tours, career presentations and student participation to keep it fun and interesting.

Registration is required and will be determined on a **first come, first served basis**.

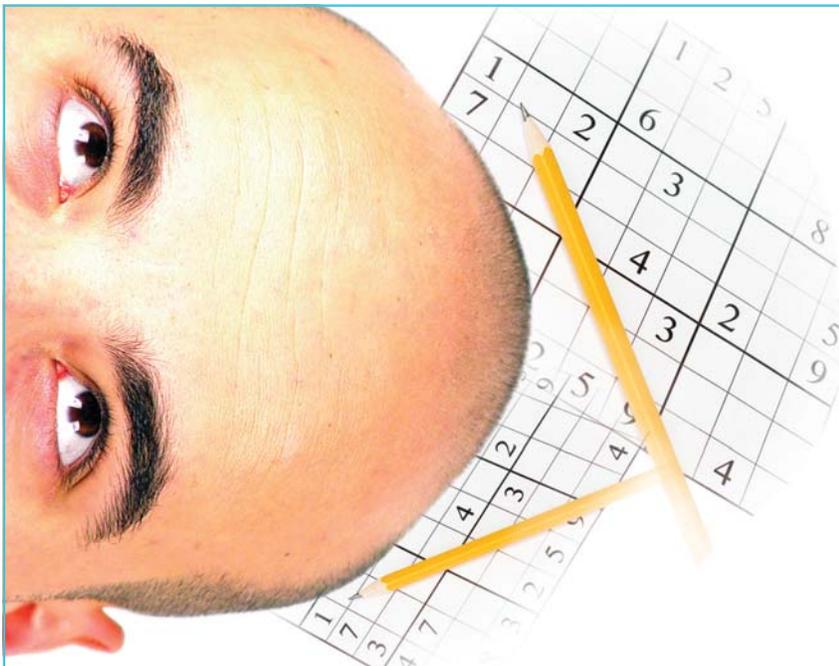
Space is limited so register early to avoid disappointment. Lunch and snacks will be provided.

HOW TO REGISTER:

- A signed copy of the registration and liability forms must be delivered to Organizational Effectiveness by **Friday, Oct. 30** in order to participate.
- Forms can be found on the home page of the Intranet or you can pick up hard copies in the office of Organizational Effectiveness, second floor, Baycrest.

For information about planned activities please call ext. 2365

PLEASE NOTE that due to privacy legislation and other restrictions, children cannot shadow their parents or other employees at Baycrest outside of this program.



Baycrest proudly presents the 2009 / 2010 season of

Baycrest

Aging, Innovation & the Mind

THE SPEAKER SERIES

Flash freezing the memory meltdown: Can you keep your brain fit longer in the lifespan?

Misplaced your keys again? Forgot to take out the garbage? Can't concentrate like you used to? You're not alone. Our researchers have evidence that practical strategies can help maintain and improve your memory and attention skills. A healthy lifestyle helps too! Find out what's normal and what's not when it comes to forgetfulness and the actions you can take now to slow down cognitive decline as you age.

Tuesday, November 17, 2009

7:00 - 8:30 p.m.

Winter Garden ~ Baycrest ~ 3560 Bathurst Street, Toronto
Free admission and parking ~ Seating is limited.
For information please call 416.785.2500 ext. 6218



This talk will be webcast. To view the webcast go to www.baycrest.org/speakerseries

FEATURED SCIENTISTS
Dr. Gordon Winocur
Senior Scientist,
Rotman Research Institute



Dr. Kelly Murphy
Clinical Neuropsychologist
Cognitive and Behavioural
Health Program



Register ON-LINE at www.baycrest.org

Baycrest is an academic health sciences centre fully affiliated with



>>> Please register on-line by November 10th to obtain your seat confirmation number which will be required at the door on the night of the event.

BAYCREST