

# Baycrest Matters

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

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## IN THIS ISSUE

Older brains make good use of 'extraneous' information 2

Huddles contribute to better mental health 3

E-Health celebrations 4

Partnership offers nurses training in tracheostomy care 5

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## MyScore puts information in one convenient location

**A** new initiative developed by the E-Health team is making it easier for staff members to retrieve and deliver information about how Baycrest is performing as an organization. MyScore, which will launch over the next few weeks, is a new, interactive corporate performance portal on the intranet which will give users easy access to balanced scorecards, operational dashboards, performance tools, reports, and announcements.

"The individual components of MyScore have been in place for a while, but the way we are bundling them all together in one convenient place is new," explains **Conrado Miranda**, manager, Decision Support, Health Records & Client Registration, E-Health. "All staff members will have access to the most accurate and dependable data at the same time."

Previously, staff received information through a variety of vehicles - reports were

either e-mailed, printed or posted to a shared drive - while operational data was posted online. Staff often missed updated information if they did not follow e-mail trails or did not receive the latest reports.

MyScore will include occupancy rates for both Baycrest Hospital and the Apotex Centre, Jewish Home for the Aged, quality indicators (like falls or

continued on page 2



## Older brains make good use of 'extraneous' information

**S**cientists at Baycrest's Rotman Research Institute have found promising evidence that the older brain's weakened ability to filter out irrelevant information may actually give aging adults a memory advantage over their younger counterparts.

A study by Karen Campbell, a PhD student in psychology at the University of Toronto, with supervision from Rotman senior scientist **Dr. Lynn Hasher**, a leading authority in attention and inhibitory functioning in younger and older adults, demonstrated that when older adults are overwhelmed with extraneous information - they have the unique ability to "hyper-bind" the information; essentially tie it to other information that is appearing at the same time, often without even knowing they're doing it.

"We found that older brains are not only less likely to suppress irrelevant information than younger brains, but they can link the relevant and irrelevant pieces of information together and implicitly transfer this

knowledge to subsequent memory tasks," said Campbell.

In the study, 24 younger adults (17 - 29 years) and 24 older adults (60 - 73 years) participated in two computer-based memory tasks that were separated by a 10-minute break. In the first task, they were shown a series of pictures that were overlapped by irrelevant words (e.g. picture of a bird and the word "jump"). They were told to ignore the words and concentrate on the pictures only. Every time they saw the same picture twice in a row, they were to press the space bar. After completing this task and following a 10-minute break, they were tested on a "paired memory task" which essentially challenged them to recall how the pictures and words were paired together from the first task. They were shown three kinds of paired pictures - *preserved pairs* (pictures with overlap words that they saw in the first task), *disrupted pairs* (pictures they saw in the first task but with different overlap words) and *new pairs* (new pictures and new words they hadn't seen before).

The older adults showed a 30 percent advantage over younger adults in their memory for the preserved pairs (the irrelevant words that went with the pictures in the first task) relative to the new pairs.

"This could be a silver lining to aging and distraction," said Dr. Hasher. "Older adults with reduced attentional regulation seem to display greater knowledge of seemingly extraneous co-occurrences in the environment than younger adults. As this type of knowledge is thought to play a critical role in real world decision-making, older adults may be the wiser decision-makers compared to younger adults because they have picked up so much more information."

The study was funded by the Canadian Institutes of Health Research and the U.S. National Institute on Aging. In addition to Campbell and Dr. Hasher, the research team included graduate student Ruthann Thomas, now at Washington University.

The study appeared in the online journal **Psychological Science**.

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### MyScore puts information...continued from page 1

infection rates) and even workload information and analysis for allied health professionals. Staff members of all levels will be invited to contribute their feedback, and one of the features is My Story - a section where staff can post how the MyScore portal helped to improve the productivity of their own department or team.

Conrado adds that although everything is now in one place, it will constantly evolve with the implementation of staff feedback. "The advantage of this tool is that we will be able to easily add more pieces to MyScore, based on what more information is needed - it will continue to grow as Baycrest becomes more accustomed to using performance

information to inform decision-making."

One of the primary components of MyScore is the development of the *balanced scorecard*. As outlined in Baycrest's Strategic Plan, the balanced 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 are lagging behind. For Baycrest, our scorecard will measure performance across four key areas: Client; Innovation, learning and growth; Internal processes; and finance.

MyScore was developed over the last four months but the underlying content and its foundation have been worked on for almost 18 months. The project is being implemented by the Business Intelligence/Clinical Intelligence (BICI) Workgroup, which is chaired by **Terrie Tucker**, director, E-Health, with input and representation from Quality, Risk and Patient Safety, Finance, Human Resources, Allied Health, Nursing, IPAC, Information Management / E-Health through the Information Management Steering Committee.

**BM**

# Huddles contribute to better mental health

**W**hen Apotex 3 resident Mrs. Schwartz (not her real name), was acting out towards other residents in the dining room, the issue was solved when she was moved to her own table. Although the solution to this problem seems simple, the decision to give Mrs. Schwartz her own space was the result of many interprofessional staff members exchanging their ideas in a huddle.

“Mental health huddles”, a new practice at Baycrest which was inspired by a U.S. Army training strategy, has led to improving how staff communicate with one another to resolve specific mental health issues affecting Apotex Centre, Jewish home for the Aged residents. These weekly, 15-minute sessions are an opportunity for the team to discuss issues, share their expertise, develop actions, and implement solutions as a team.

The huddles are part of a sustainability plan of the Mental Health Guideline Implementation Project, which was implemented on three mental health and behavioural units in the Apotex.

Nearly 78 percent of long-term care residents suffer from dementia, and many of these individuals exhibit some form of mood disorder (like depression) or behavioural symptoms (like agitation), which can lead to decreased mobility; decreased participation in activities; falls; exit-seeking and increased challenging behaviours.

Huddles were first introduced to Apotex 3 and Apotex 6 over

the summer and are now being introduced on Apotex 4 as part of a tool kit to manage challenging behaviours. They are attended by registered nurses, registered practical nurses, personal support workers, housekeeping and food services staff, social workers, and other interprofessional staff and are held on both the day and evening shifts.

At each huddle, the staff discuss an issue affecting a resident (or residents), brainstorm, and then develop a plan of action. Once a plan of action has been created, the appropriate person takes responsibility to ensure that the plan is followed through. Responsibility can fall upon the

entire team or one individual. Depending on the issue, multiple huddles are sometimes needed to develop one action plan

Over a two-month review, huddle topics fell into one of three categories: challenging behaviours, communication and safety, but each case was looked at individually. Some examples are:

- A resident was getting attention from staff members by screaming. Staff engaged the resident more on the “good days,” which resulted in positive attention.
- For a resident prone to falling, some of the solutions which came out of the huddles

continued on page 4



Apotex 3 staff members (left to right), **Nili Pesahov**, registered practical nurse, **Claire Taasin-Lau**, unit director, and **Nuhzat Choudhary** present their poster at the Ontario Long-Term Care Association Conference.



## E-Health celebrations



The E-Health team hosted celebrations in December for the recent upgrade of Baycrest's MEDITECH Information System and successful pilot of the Iatric Medication Reconciliation - two steps towards achieving the strategic goal of building the informatics infrastructure to support integration of care, research, and education.

Pictured here are some of the people who helped to pilot the initiatives: **Ocia Henry**, Apotex 5; **Georgy Djanashvili**, Baycrest Hospital 3 East; **Rosemary Bonadie**, Apotex 3; **Esther Biney**, Apotex 2; **Brenda (Tram) Le**, Baycrest Hospital 4 East; and **Dr. David Conn**, vice-president, Medical Services.

### Huddles contribute...continued from page 3

included consulting the falls team experts; placing mats beside the bed; sitting the resident near the nursing station; and giving the resident a book to read. These actions all led to a reduced number of falls.

- For an exit-seeking resident, the staff shared strategies to identify when the risk was the greatest for this behaviour.

The huddles initiative was showcased in a poster presentation at the Ontario Long-Term Care Assoc Conference in November by Apotex 3 unit director **Claire Taasin Lau**, registered practical nurse **Nili Pesahov** and personal support worker **Nuhzat Choudhary**. "When you are so limited with time, a lot of issues just get

swept under the rug. But when you involve everyone in a problem, it then becomes easier to come up with a solution," says Nili. "One staff member may not understand the problem, but now we approach the problem as a group - with more people discussing it, we can get a better understanding of the issue, what we can do about it and how to prevent it."

"It is wonderful that all staff are included in the huddles. The personal support workers and housekeepers are often the first line in providing care, and not only do we get to contribute to the solutions, but we get a better understanding of what is going on from our colleagues," says Nuhzat. "Better knowledge leads to more empowerment in our own roles."

The poster presentation is one of many projects of the Mental Health Guideline Implementation Project that involved the participation of direct care staff (registered nurses, registered practical nurses and personal support workers). "This poster is a wonderful example of innovative practice that integrates care, education and research," comments **Lisa Sokoloff**, interprofessional team coach and project coordinator. "We are proud of the involvement of staff from all the units."

The poster, entitled *Huddles: An Effective Tool in Facilitating Team-Based Mental Health Care*, is displayed in the Apotex 3 staff lounge.

# Partnership offers nurses training in tracheostomy care

**F**acilitated by respiratory therapists from West Park Health Care Centre - Long Term Ventilation Centre of Excellence in Home Ventilation, registered nurses and registered practical nurses at Baycrest Hospital are learning how to provide enhanced care to patients with tracheostomies.

“This is an area where nurses would have received minimal training in nursing school. Patients at Baycrest are getting more and more complex - we need to bring in experts in the field to help develop the advanced skills we now need to care for these patients,” explains **Rachel Heft**, clinical manager, 7 West.

Participating units include Complex Continuing Care (5 East, 5 West, 6 East, 7 West), Palliative Care (6 West), ACT (3 East), clinics, and the Registered Nurse Resource Team. Over 150 nurses have been trained to date.

In some cases, family members and private companions are receiving tracheostomy care training so that, for example, their loved ones can go home for a short visit.

Following an accident, then a stroke, Lai Sau Yee has been a patient on 7 West for nearly two years. His wife Helena Lai thinks the training is an excellent example of how the family is included in the exemplary care



Janet Fraser (centre), a registered respiratory therapist at West Park Health Care Centre - Long Term Ventilation Centre of Excellence in Home Ventilation, trains Baycrest nurses **Marjory Cole** (left) and **Irena Noer** (right) how to properly care for patients with tracheostomies.

her husband receives at Baycrest. “I was interested in learning how to suction my husband’s tracheostomy properly to overcome my hesitation to provide the care myself,” says Helena.

Future training sessions in this area will be set up next year to reinforce concepts and to include medication administration through the tracheostomy. **BM**

### What is a tracheostomy?

A tracheostomy is an opening cut into the windpipe, or trachea. It is used as an airway for breathing. After the opening is made, a small tube is inserted to allow access to the lungs. The tracheostomy tube is the attachment point for the mechanical ventilator but may be left in after ventilation is discontinued.

# New vice-president, Clinical and Residential Programs and Chief Nursing Executive

**A**fter an extensive search, the role of vice-president, Clinical and Residential Programs and Chief Nursing Executive, has been filled.

**Dr. Karima Velji** will join Baycrest on April 5, 2010. She is currently vice-president of Patient Care and Chief Nursing Executive at Toronto Rehabilitation Institute (Toronto Rehab). This new role is a combination of two previous positions (vice-president, Quality, Safety and Risk Management and Chief Nursing Executive and vice-president, Clinical Programs and Collaborative Practice). Dr. Velji will partner with the vice-president, Medical Services and

Chief of Staff to advance our patient care to the next level of excellence through a strong interdisciplinary approach and within a culture committed to scholarship.

At Toronto Rehab, Dr. Velji supervised the operations for seven clinical programs and services in five geographical sites in the Greater Toronto Area. She is the senior leader for patient safety, clinical ethics, education (including inter-professional education) and best practice, and leads professional practice of all clinical disciplines at Toronto Rehab. She has a PhD from the University of Toronto's Faculty of Nursing and is cross-appointed to the University of Toronto's

Faculty of Nursing and McMaster University. She teaches in the graduate program at University of Toronto, and has been a visiting volunteer faculty and consultant to teaching hospitals in Canada, East Africa, Asia and the Middle East.

Dr. Velji is the incoming Chair of the Council of Academic Hospitals of Ontario (CAHO) Chief Nursing Executive Committee and the Policy Committee of Academy of Canadian Executive Nurses (ACEN). She is the recipient of many awards of excellence, including the Margret Comack Award of Excellence in Nursing Leadership (OHA-2009).

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## Film screening - Prisoner of Her Past

**Date:** February 8, 2010

**Time:** 3:15 p.m. to 4:45 p.m.

**Location:** Wortsman Hall

"Prisoner of Her past" is a documentary film that tells the story of Sonia Reich - who survived the Holocaust as a child by running and hiding, and her son - Chicago Tribune journalist Howard Reich. 60 years after the Holocaust, Sonia suddenly believes that she is being hunted again. Sonia is suffering from late-onset Post Traumatic Stress Disorder - a lesser known but remarkably

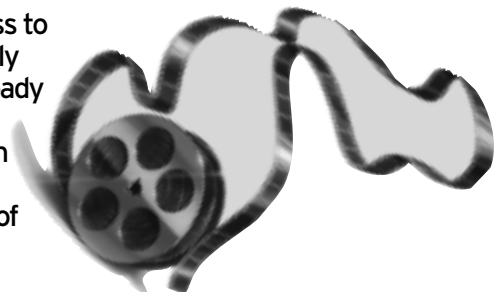
debilitating illness that is often misdiagnosed as dementia.

In order to understand why his mother is reliving these experiences so many years later, her son Howard is embarking on a journey to discover his mother's past.

This film aims to raise awareness to the plight and suffering of elderly trauma survivors who have already suffered in their youth, and whose current condition is often misdiagnosed. It also aims to raise awareness of the millions of

childhoods that continue to be lost in war-torn parts of the world today, and the importance of appropriate interventions that will prevent delayed PTSD.

The viewing will be followed by a facilitated discussion.



# Therapeutic Recreation Awareness Week. February 8 to 12

This year's theme, "Believe, Belong, Become" recognizes that a persons' ability to perform activities and to access resources enable him or her to pursue leisure interests that will lead to an overall sense of wellbeing and enhanced quality of life.

Everyone is encouraged to participate in the activities being offered all week. Help us raise your awareness!

**Monday, February 8**  
Live Chi Kung demonstration in the Winter Garden Court  
11:30 to 12:00

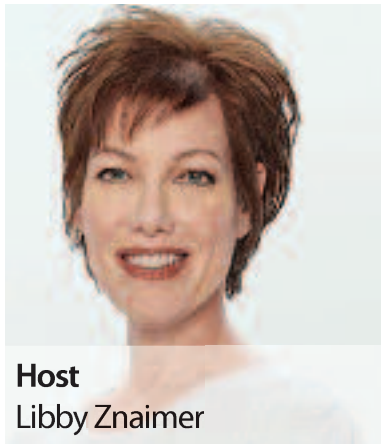
Chi Kung Workshop in Loftus Hall  
12:00 to 12:30

**Thursday February 11**  
Bake Sale located in front of the Cafeteria  
11:30-1:30

**Friday February 12**  
Flower and Card sale in front of the Cafeteria  
11:30 to 1:30

**Every day**  
Visit our booth outside the cafeteria for fun activities like Wii demonstrations, information and a slide show  
11:30 to 1:30

Join in our "Fun Flight" contest. Use the Baycrest Hospital main stairway or the Apotex main stairway instead of the elevators. The person who climbs the most flights of stairs will win a prize!



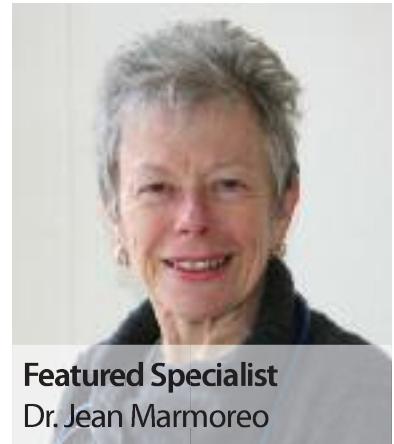
**Host**  
Libby Znaimer

VP, News & Information  
The New Classical 96.3 & The New AM 740 - Zoomer Radio



**Featured Scientist**  
Dr. Tiffany Chow

Clinician-Scientist, Sam & Ida Ross Memory Clinic, Baycrest



**Featured Specialist**  
Dr. Jean Marmoreo

Family Physician, Specialist in Mid-Life Medicine

## Statistics show women are at higher risk for Alzheimer's.

Take charge before cognitive decline takes charge of you.  
Join us for *Beat Brain Sag: Ladies, Give Your Grey Matter a Lift*, an evening about women's brain health and how you can keep your brain sharp.

**Date:** Wednesday, February 10, 2010  
**Location:** The Government, 132 Queens Quay East  
**Time:** 7 - 10 p.m. **General Admission:** \$25

Register online today at [womenofbaycrest.com/brainsag](http://womenofbaycrest.com/brainsag) or call 416.785.2500 ext. 2045





# Baycrest in the news

The Toronto Star  
- January 19, 2010  
**Neuroscience study seeks passengers who survived terrifying Air Transat flight in 2001**

Baycrest's Rotman Research Institute is leading a ground-breaking study with passengers who were on Air Transat Flight 236 that departed Toronto for Lisbon, Portugal in late August 2001. The plane, with 306 passengers and crew on board, ran out of fuel over the ocean and barely glided to safety on a small island in the Azores.

This is the first study of its kind to involve a large group of people who all experienced the same traumatic event under the same conditions.

"Even though all these passengers experienced the same traumatic event, they each bring a different brain to the event. Our study will generate important clues as to why individuals are affected differently by the same

experience," said **Dr. Brian Levine**, senior scientist at Baycrest's Rotman Research Institute, professor in the departments of Psychology and Medicine (Neurology) at the University of Toronto, and an expert in episodic and autobiographical memory.

Air Transat Flight 236 passengers who are interested in participating in the Baycrest-led study are asked to contact Baycrest's Rotman Research Institute (RRI) in Toronto at 416-785-2500, ext. 3084, for further information. Researchers are hoping for 40 to 50 passengers to participate in the study.

## Congratulations

Congratulations to Baycrest physiotherapists **Hedda Zahavi, Tanya Aggett, and Joanna Schecter** who received a Recognition Award from the Department of Physical Therapy, University of Toronto, for their contributions to student teaching. This award acknowledges physical therapists, faculty, staff and clinical sites who have provided great learning environments, guidance, supervision and/or inspiration to physical therapy students.

Congratulations to **Dr. Brian Levine**, senior scientist, Rotman Research Institute, his wife **Leorra Newman**, and big sister **Sadie** on the arrival of their son, **Aaron Samuel Levine**, on January 10, weighing 6 lbs. 12 oz.

Congratulations to Baycrest's clinical ethicist **Marcia Sokolowski**, who has successfully defended her PhD dissertation.

## Welcome

Baycrest welcomes **Janet Montague**, clinical nurse specialist, who joins the organization on Monday, January 25. Janet is a registered nurse and has most recently worked as a clinical nurse specialist in Long Term Care. She brings strong experience in direct client care, facilitating client centred care planning and inter professional practice.

Janet's immediate focus will be on the roll-out of the Falls Best Practice Initiative with **Lynda Dunal**. Janet can be reached at [jmontague@baycrest.org](mailto:jmontague@baycrest.org)



# Education Day at Baycrest

**Using Humour and Clown Work with Seniors:**  
An Introduction to the Practice, Theory and Benefits

**March 1, 2010**

**8:30 a.m. to 5:00 p.m.**

**Posluns Auditorium**

**Free for Baycrest staff**  
**\$30 for community members**

Please go to [baycrest@work](mailto:baycrest@work) or [www.baycrest.org](http://www.baycrest.org) for more information.

**PLEASE NOTE:** Although the morning sessions are open to everyone, the afternoon workshops each have a maximum attendance of 25 people. Please register early to ensure your place. Baycrest staff and community participants may register by calling **Melissa Cohen** at 416-785-2500 ext. 2705 by February 10.