

Baycrest Matters

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

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www.baycrest.org

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What is the one thing you can do today to make Baycrest great?

Baycrest is now abuzz with the momentum of each staff member working to move the organization towards achieving excellence in patient satisfaction and employee engagement using FranklinCovey's 4 Disciplines of Execution, which was rolled out over the past couple of months. Huddles are taking place across Baycrest as teams begin to develop lead measures ("best bets") and individual contributions to help achieve our Wildly Important Goals (WIGs) of patient satisfaction and employee engagement.

Teams are also busy putting their creative juices to work as they develop scoreboards to track their momentum. Here is a snapshot of what is happening across the campus:

Environmental Services

Environmental Services is one of the largest employee groups at Baycrest, but nearly all of its staff members have already participated in the 4 Disciplines of Execution training sessions led by



The hands of Mary Lou Ip, Dr. Thiru Yogaparen, Sonia Noble, Rachel Heft, Gary Gallagher and Julie Grossman come together to create the scoreboard that will be used to track the progress of the Complex Clinical Care program.

director **Victor Oliveira** and manager **Stephenie Naugler**. After the sessions, each staff member was given a questionnaire to evaluate the training sessions.

"One thing we wanted to find out is if our staff members are thinking: 'are these goals as important to me as they are to Baycrest,'" Victor states. He and Stephenie meet weekly with the Environmental Services teams and the WIGs, lead

measures and scoreboards which are designed to look like the dashboard of a car, are posted throughout the Environmental Services offices and work areas. "When we were discussing a particular issue, one staff member said, 'that's going to put us in the red.' That's not necessarily what I want to hear, but it is obvious the team understands how this process works," Victor adds.

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Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

What is the one thing...continued from page 1

Gary Cumberpatch is a Central Supply and Return (CSR) technician who has been at Baycrest for over 20 years. His responsibilities include cleaning and fixing wheelchairs and other mobility aides and sterilizing clinical equipment. He sees the training as something that can be applied to everyone's role. "In the training video, the supermarket's bakery manager set a goal to clean her stockroom. This simple activity helped her to do the rest of her work. We can all find a solution like this that make our jobs easier."

Lead measures were chosen for different groups: porters, evening staff, Laundry/Linen and Baycrest Hospital/Apotex aides. One common lead measure for all four groups was to implement "NODS" - Knock, tell the client your Name, Occupation and Duty with a Smile, as a means to improve communication with Baycrest clients. "When porters, housekeepers or laundry aides walk into a client's room, it is very important for them to introduce themselves and tell the client why they are there," Stephenie explains. "These simple measures will build relationships. It is easier to do your job when clients show their trust in you."

Lidia Saramago, a housekeeper for all floors at Baycrest Hospital, notes that many of the Environmental Services staff were already following these actions, but formalizing them into lead measures ensures that they are part of your routine: "Talking to clients as you tidy their rooms makes them happier, more secure. Clients often ask me about my family, and tell me about their children and grandchildren, they are pleased when you listen to them. When I leave them and they have a smile on their face, it makes me feel I have done my job well."

Environmental Services also have customized lead measures for individual teams. For example, the Laundry/Linen team set lead measures related to delivery times, and labeling of clothing for new

Apotex residents, which will lead to less loss; and one lead measure for the porters is to encourage two new clients to attend programs. Stephenie adds that there are still challenges when porters need to move two clients at the same time: "Our systems are not yet perfect, but with our weekly meetings and by keeping the dialogues going, we will get there through this process."

Complex Continuing Care

To help the Complex Continuing Care (CCC) staff begin their strategic journey, program director **Mary Lou Ip** set up a Living the Vision tour with **Dr. Bill Reichman**, Baycrest president and CEO. During this visit, the CCC program staff presented with pride a number of achievements related to client centredness as a kick off to the forum. "Feeling like we are already members of a winning team will help to motivate us towards achieving our WIGs," Mary Lou says.

Mary Lou began to see the 4 Disciplines of Execution as a great leadership opportunity for all CCC clinical leaders, who are now rolling it out to hospital staff on his/her own unit. Client satisfaction surveys will soon be available which will provide feedback from patients and families.

After all front line staff members receive the training and the surveys are reviewed, each CCC unit will then choose its own lead measures, but there may be similarities on all four units. A scoreboard reflecting how each unit and the overarching CCC program will be created. "This training will help all staff feel more supported and appreciated for the work that they do, but will also provide frontline staff with a strong and collective voice in decision-making," notes **Mary Baker**, registered nurse, 6 West.

Culture and Heritage

Bianca Stern, director, Culture and Heritage, was already familiar with the concepts of the 4 Disciplines of

Execution - as a leader who is constantly looking to improve her skills, she has read a number of Dr. Stephen Covey's (the creator of the 4 Disciplines of Execution) books. Not only is she leading the training for the Culture and Heritage team, but she is also assisting the unit directors of the Apotex Centre, Jewish Home for the Aged, with their staff training sessions.

"We are midway through this process, and I hear people around the centre starting to adopt the language and concepts they hear in the training sessions. Staff are gaining an understanding of the four disciplines, reflecting on how these relate to their every day 'urgent' work and what actions they can take to impact the WIGs," says Bianca. "As we go along, we will need to maintain focus, hone in on the right lead measures, have a scoreboard that tracks the journey clearly and sustain that regular rhythm of WIG sessions."

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Baycrest's Wildly Important Goals (WIGs):

- Improve Baycrest Client Satisfaction score from baseline by five percent by March 2011
- Increase the number of employees that would recommend Baycrest as a preferred place to work from 76 percent to 80 percent by March 2011.

The Anne and Louis Pritzker Wellness Library

FREE Health Information Sessions 1:30 - 3:00

All sessions are held in Wortsman Hall

- | | |
|---------------------------|---|
| Tuesday
March 16, 2010 | Visiting with elders presented by Baycrest Social Worker Ruth Goodman |
| Monday
April 26, 2010 | Depression is More Than the Blues presented by Judi Cohen, Baycrest Social Worker |
| Monday
May 31, 2010 | Baycrest Research About Volunteering among Older Adults (BRAVO) |
| Tuesday
June 15, 2010 | To Be Announced |

To register or for more information:
416.785.2500 ext. 3374
lkamenitz@baycrest.org



Poster Contest - What Will Baycrest Look Like in 2014?

Since mid-January, eight Baycrest teams have been working with students from William Lyon Mackenzie Collegiate Institute to design posters that they feel will represent their areas through specific Strategic Focus and Goals.

We will officially unveil the posters on Thursday, March 11th at 1:00 p.m. in front of the diorama.

Staff will be asked to drop by for cake and to cast your votes for your favourite poster. The posters will remain on display behind the diorama until Thursday, March 25th. Voting can be done on-line or with a paper ballot.

Your votes will determine which poster best represents What Baycrest Will Look Like in 2014!

Watch for your invitation to vote!

New chair and goals for Complex Continuing Care Family Advisory Council

Esther Fairbloom, a Baycrest family member and former staff member, is excited to be the new chair of the Complex Continuing Care (CCC) Family Advisory Council (formerly known as the Baycrest Hospital Family Advisory Council). As someone who admits she has Baycrest in her blood, her goal is to lead a council that is more aligned with Baycrest's strategic direction. For the first time, the council is setting goals for itself, which include recruitment of new members; participation in patient/family satisfaction surveys and motivating other family members to participate; planning educational presentations with Baycrest staff; and the development of a Code of Conduct for family members.

Esther takes over the position from her predecessor, Susan Szainwald. Esther joined the Baycrest Hospital Family Advisory Council when her mother became a patient on 5 West nearly four years ago. She had just retired from Baycrest, where she had worked in Finance for 30 years.

"As chair of the CCC Family Advisory Council, I feel I can bring both the family and the staff perspective to the table," Esther explains. "I really do understand the challenges of these two sides. Both staff and family members are very



Esther Fairbloom is the new chair of the Complex Continuing Care Family Advisory Council.

stressed in their daily lives, but we have to meet somewhere in the middle and work together as a team." She notes that communication is one of the key issues to be worked on by all parties, and one of the new activities of CCC will be regular family forums for the purposes of communication and information sharing.

The Family Advisory Councils (one for the CCC program and one for the Apotex Centre Jewish Home for the Aged) operate independently and their members meet on a regular basis. The councils provide an

avenue for family members of patients and residents to offer feedback to help improve the organization. The councils consider issues which are relevant to all or a large group of Baycrest clients, and are not forums to resolve the problems of one family or patient/resident.

The CCC Family Advisory Council is supported by **Marilyn El Bestawi**, director, Baycrest Hospital, and **Dr. Terumi Izukawa**, medical director, Baycrest Hospital (Complex Continuing Care program directors **Mary Lou Ip** and **Dr. Thiru Yogaparan** will serve as staff liaisons as of July 2010). "The council's name was changed to better reflect the representation of its members. On the CCC units, patients can be here for months, even years, and many families want the opportunity to work closely with Baycrest staff to help to improve patient care," explains Marilyn. Family members from other hospital units are still welcome to attend the CCC Family Advisory Council meetings as guests, and can request an invitation beforehand through the chair or administrative liaison.

In addition to the new name and chair, the council also has some new structure. Membership policies are currently being reviewed and one of the recent changes is that members can

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New chair and goals...continued from page 4

serve for a maximum of five terms (years). Another change is related to members whose loved one has passed away. In the past, members could stay on the council indefinitely, but now they will remain for about a year.

Marilyn will also be briefing the CCC Family Advisory Council on the 4 Disciplines of Execution training that all Baycrest employees are currently undergoing and explain our Wildly Important Goals (WIGs). "The changes occurring in the CCC Family Advisory Council are quite timely, since this gives us the opportunity to ensure that the council's activities are aligned with our own organizational goals," says Marilyn. Esther notes that she

already sees changes at Baycrest, and since the implementation of program management, each Baycrest Hospital unit has a clinical leader / program director that families can approach. "One of the issues is that families don't always know who to go to when there is an issue, if a problem arises they may immediately go to the president at Baycrest. Instead, family members, regardless of what unit they are from, need to first go to the program director or clinical manager on their unit, who will either deal with the issue or determine who is best suited to do so," Esther explains. She adds that the council also needs to advocate on behalf of patients who do not have any

family members. "The council will work closely with Baycrest staff to ensure that all patients have a voice," she says.

*The CCC Family Advisory Council is currently recruiting new members. If you are interested in joining the council please contact Esther Fairbloom at 416-301-7296. **BM***



100th birthday celebration

Congratulations to Baycrest Hospital out-patient Mrs. Miriam Fishbein, who celebrated her 100th birthday (which was on January 29) at Baycrest with a big party on February 16. Mrs. Fishbein was honoured by many guests, which included her son Alex, friends and Baycrest staff members.

Café Europa participant's work on display at Baycrest

Whenever Laslo and Eva Lang attend Café Europa, a program for Holocaust survivors at Baycrest, they visit the Morris and Sally Justein Heritage Museum. As artists, they have always been interested in displays which depict Jewish culture and heritage. When Eva inquired whether the museum would accept Laslo's own sculptures – whimsical masterpieces formed from scrap metal – she was told that an upcoming exhibit would offer a perfect opportunity. Laslo's works are currently on display.

Now 85 years old, Laslo was born in a village in northeast Hungary near the Slovakian border in 1925. He moved to Budapest in 1940 to study machining as a young adult. He dreamed of being a black smith and an artist, but shortly after his move, he was deported to the Mauthausen Concentration Camp in Austria. Miraculously, he survived the camp and eventually found his sister who had been in hiding in Budapest. The rest of his family, including his parents, grandparents and many uncles perished.

After World War II, Laslo moved to Palestine, then under British rule. He met his second wife Eva, who had come from Belgium. Between the two of them, they had five children and they established a life together. After living on a kibbutz and serving in the Israeli Navy, Laslo opened a metal working plant, but after fighting in the Yom Kippur War (his fourth) he decided to emigrate with his family to Canada in 1973. Now living in a more peaceful part of the world, Laslo realized his creativity.

Opening a metal workshop in 1981, Laslo manufactured furnishings for cosmetic salons. With no artistic training, he began experimenting with



Artist Laslo Lang with one of his sculptures displayed at the Morris and Sally Justein Heritage Museum.

metal sculpture in his spare time. Using discarded metal usually found on the road, he would fuse scrap iron, metal and brass materials and create unique sculptures from his imagination.

Laslo stored his works at Eva's beauty salon and displayed a few in the window. One day, a reporter from Today's Seniors walked by the beauty salon and was intrigued by the metal works. He walked into the salon and asked Laslo's daughter if there were any more. After seeing a basement full of Laslo's wonderful works, Laslo was featured in the next issue.

While Laslo has made over 200 sculptures and has sold many pieces, he is not "living off of" his craft. He is still working in his studio and creates for his own satisfaction.

"Laslo's sculptures take you by surprise and you cannot help but be intrigued by them," says **Aviva Babins**, museum coordinator. "Each one is

Cabinets of Curiosities: Treasures from the Permanent Collection

The Morris and Sally Justein Heritage Museum presents Judaica exhibitions designed especially for Baycrest's clients, their families and community members to enjoy the history and beauty of Judaic heritage. The current exhibit, Cabinets of Curiosities: Treasures from the Permanent Collection, will be on display until December 2010.

The exhibit features both traditional and contemporary ceremonial objects, grouped thematically.

The permanent collection features over 1,000 Judaic treasures. New items from within the collection and on loan from community members will be rotated in to the gallery throughout the year.

Laslo Lang will be the first artist to be featured in the museum. His imaginative sculptures will be on view from January through June.

Hand-embroidered chuppahs crafted by artisans from the Pomegranate Guild of Judaic Textiles will be rotated in to the exhibit every three months. Each chuppah conveys a story of love, life, and remembrance.

special, and you can see the passion that went into its creation."

If you are interested in seeing more of Laslo Lang's sculptures, please call 416-226-2903 or 416-665-0375.

Baycrest Boardwalk

What's *your pace?*



Mark your calendar for
Monday, June 28, 2010
5:00 p.m. start

Register now for the
greatest Boardwalk ever at
www.baycrest.org/boardwalk

Proceeds support innovations that will
help transform the journey of aging.

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Announcements

Congratulations to **Genny Laurico**, manager, Security and Emergency Management, who recently announced her retirement from Baycrest after 24 years of service. Genny will spend her free time visiting relatives and friends in the Philippines and will continue to volunteer with Love in Action, a charity founded by her eldest daughter that has supported and raised money for "Free the Children", "Serving Charity" and other local and international charities.

Genny will be missed by all, including her staff in Security and Communications. Her last day will be Friday, March 12. **Victor Oliveira**, director, Environmental Services, will temporarily lead Security and Emergency Management until a replacement is recruited.

Congratulations to **Suman Iqbal**, who has accepted the role of assistant director, Apotex. In addition to her responsibilities as unit director, Apotex 5, Suman will provide leadership in

implementing Apotex-wide quality improvement initiatives. Suman recently received the Excellence in Leadership Award co sponsored by the Anna and Frank Schipper Endowment Fund.

Congratulations to **Dr. Shayna Rosenbaum**, associate scientist at the Rotman Research Institute and interim director, Neuropsychology Internship Program and assistant professor, Department of Psychology, York University, who was named as a Sloan Research Fellow. This program is funded by the Alfred P. Sloan Foundation and seeks to recognize the achievements of outstanding young scholars in science, mathematics, economics and computer science. Past recipients of Sloan Research Fellowships have gone on to win 38 Nobel prizes, 14 Fields Medals (mathematics), and eight John Bates Clark awards (economics). The names of this year's American and Canadian recipients will be published in the New York Times in early March.

New parking rates

Effective April 1, 2010, the new parking rates are as follows:

Staff and Staff related
\$43.85 / month

Visitor
\$61.60 / month

Meter - short term
\$6.25 / hour

Daily - main lot
\$12.25 / day

Revenue received from parking is used to offset maintenance, snow removal, grounds maintenance, paving, line painting, signage, CCTV system and lighting.



Inter-Professional Education (IPE) sessions help students

Baycrest continues to help students through its Inter-Professional Education (IPE) sessions, facilitated by **Sharon Faibish** professional practice leader, Occupational Therapy and **Myrna Benderoff**, physiotherapist. Over four sessions, the students learned about each others' roles and discussed ways they can collaborate client interventions together. Pictured here are (left to right): Christina Brown, Galyna Plokhyy, Lindi Van Strien, Alicia Ralph, Sharon Faibish, Myrna Benderoff and Stephanie Haws (absent: Michele Lee). Staff who are interested in acting as facilitators for future student IPE tutorials or who are interested in learning more about student IPE opportunities should contact **Theresa Kay**, director, Collaborative practice and Special Projects, at 2460.

