

# Baycrest Matters

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

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[www.baycrest.org](http://www.baycrest.org)

Baycrest is fully affiliated with the University of Toronto.

## 2009 Engagement Survey results are in

**Y**ou gave us top scores among Ontario hospitals in job performance feedback and organizational communication.

A record number of 1008 staff and physicians participated in the 2009 Engagement Survey and out of the 45 Ontario hospitals listed on the surveyor's (Metrics@work) database, our results show that Baycrest ranks number one in job performance feedback and organizational communication.

"The results are in and we are pleased with the increases we have seen in a number of key categories," says **Dr. Bill Reichman**, Baycrest president and CEO. "The engagement survey is a very important tool that provides us with results that will help us achieve our Wildly Important Goal of increasing employee engagement. That is why we are so pleased that the response rate doubled this year, it gives us greater

confidence that the survey results are an accurate view of what people experience here at Baycrest, and provide a true impression of what people are feeling and thinking."

**Joni Kent**, vice-president, Human Resources and Organizational Effectiveness, adds that compared to our 2008 results the key areas we improved in include: quality of care; communication in the work area; resources and supplies; inter-department cooperation; and organizational communication.

"It is important to see where we have improved since the last survey and recognize the hard work that went into those successes," says Joni. "It is especially important to acknowledge that we can make a difference in our workplace as we start to work on our action plans to address areas of improvement from this survey."

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**Baycrest**

Enriching Care  
Enhancing Knowledge  
Enlightening Minds

2009 Engagement Survey...continued from page 1

She also notes that there was a decrease in our rating related to Baycrest being recommended as a preferred place to work from 75.2 percent in 2008 to 70.7 percent in 2009.

“Our participation rate in the survey more than doubled in 2009, so we expected to see a decrease in this measurement. While we are pleased it is only a slight change, the results underline the importance of our Wildly Important Goals work related to staff engagement.”

Our strengths include:

- A safe work environment
- Good co-worker cohesion
- Good job clarity
- Job satisfaction
- Patient safety is a priority
- Satisfaction with supervisors

- The engagement survey is an important part of quality improvement
- Volunteers are integral part of our culture

Areas for improvement include:

- Action on survey results
- Feedback on job performance (*although we ranked above our peers in this category there is still room for improvement*)
- Involvement in decision making processes
- Organizational trust
- Rewards and recognition
- Time to do our jobs adequately

Results are now being communicated. Leaders across the organization will review the results for their own areas and

discuss them with their teams. Each team will be asked to develop action plans over the next two months. The action plans will complement the efforts underway with our WIGs. Some teams may find their lead measures regarding employee engagement will also become their action plans to address survey outcomes.

To learn more about the survey results please go to the intranet or speak with your supervisor / manager / director. Also, be sure to look for future Baycrest Matters articles, visual displays in front of the Cafeteria and Staff Lunch Room for ongoing communication and updates on actions related to the engagement survey. **BM**

## Volunteer satisfaction survey shows high scores in all categories

Volunteers rank their satisfaction with their experience at Baycrest above 75 percent in 20 of 23 categories.

More than 290 volunteers involved in retail and fundraising, direct service, information and hospitality, and administration filled out the survey last November.

“We are so pleased that our volunteers take the time to fill out this survey and let us know that they are happy to recommend Baycrest as place to volunteer,” says **Joni Kent**. “They are integral part of Baycrest’s fabric and we are pleased that we can provide them with an environment that suits their needs.”

Joni adds that the rate of volunteer satisfaction in part reflects the support staff gives to the volunteers.

## The Engagement Survey Contest:

In each issue, Baycrest Matters will ask a question related to the survey results and the answer will be found in Baycrest Matters, in the displays at the Cafeteria and Staff Lunchroom, or on the intranet. Submit your answers to **Joan Mortimer** at [mortimerj@baycrest.org](mailto:mortimerj@baycrest.org) or call her at ext. 2952 and you can win a prize. If there is more than one correct answer then a name will be drawn for the winner.

**What was the response rate of the latest Employee / Physician / Volunteer Engagement Survey?**

- a. 27.6 percent
- b. 55.4 percent
- c. 60.8 percent

# Falls pilot project reduces the rate of resident falls on Apotex 5 by 75 percent

**A** falls best practice initiative piloted on Apotex 5 helped to reduce the unit's rate of falls by 75 percent. This initiative is now being implemented across the organization and all staff will need to complete a short tutorial by June 30 (see sidebar for more details).

Falls reduction was identified as a Required Organizational Practice (ROP) during Accreditation 2008 and is part of our strategic plan goal to *achieve excellence in patient safety, satisfaction and clinical outcomes using a continuous quality improvement and evidenced based approach to clinical practice.*

Work on the falls strategy was done throughout 2008 and 2009 and now falls best practices will roll out across the organization. **Suman Iqbal**, unit director, Apotex 5, says the program has made a huge impact on her unit.

"The falls best practice initiative enabled us to look at each resident to determine the falls risks and what solutions we could implement," says Suman. "For example, in the case of one resident who was prone to falls during the evening, we looked at when she took her medications and realized she received her blood pressure medication in the morning, which wore off by evening, causing her blood pressure to drop, and make her dizzy. Once her dosage was adjusted so that she would receive half in the morning and half in the evening to keep her blood pressure at an even level, her falls were reduced."

After they received training in falls best practice, the staff on Apotex 5

were able to identify the risk factors for falls in residents sooner, and customized their care plans to reduce their falls. They also implemented a formalized toileting program and more efficient scheduling of transferring residents with the use of mechanical lifts. Residents also have the opportunity to participate in muscle strengthening sessions, led by Therapeutic Recreation, three times a week.

Suman notes that this project has helped to contribute to both of Baycrest's WIGs - client satisfaction and employee engagement. Reducing the number of falls and minimizing injury leads to healthier, happier clients who experience a better quality of life, but it also means staff spend less time treating the outcome of falls and reporting the issue, which eases their workload and enables them to provide more meaningful interaction with their clients, making Baycrest a more enjoyable place to work.

Suman acknowledges that not all falls can be eliminated, but best practices do help reduce the number of falls and risk of serious injuries.



## All staff must complete Falls Best Practice Training by June 30, 2010

Between April 1 and June 30, all Baycrest staff members will review an annual required falls best practice tutorial, and fill out a quiz, testing their knowledge on falls best practice.

All staff will complete a general tutorial, which takes five minutes, and staff who provide direct clinical care to Baycrest clients will also complete a second 10 minute tutorial. In addition, some units will work closely with their managers/supervisors and interprofessional team members later this summer to create falls best practice specific to their unit or program.

*If you have any questions on the falls best practice tutorials, please contact the Quality, Risk and Patient Safety Department falls leads: **Janet Montague**, clinical nurse specialist at ext. 3298, or **Lynda Dunal**, senior occupational therapist, at ext. 2673.*

# And the winner is...

**W**ith more than 1,000 votes cast, right up to the end it was a close race, but the votes are in and counted and the wait is finally over. The winners of the *What Will Baycrest Look Like in 2014?* poster contest are:

**1st place: Seniors Day Centre**

**2nd place: Research**

**3rd place: Culture and Heritage**

"A big thank you goes to everyone at Baycrest whose participation and interest in the poster contest and the voting process far exceeded our expectations," says **Joni Kent**, vice-president, Human Resources and Organizational Effectiveness.

"We were very excited to have such a wide cross-section of workers from across Baycrest volunteer to form teams for the contest," says Joni. "We would like to sincerely thank the eight teams of employees who participated and donated their time and energy to represent the Seniors Day Centre, Research, Culture and Heritage, Support Services, Quality and Risk Management, e-Health, Public Affairs and the Terraces/Wagman Centre."

Our sincere appreciation and congratulations go to:

- The students of the Communications Technology Program at William Lyon Mackenzie Collegiate Institute. Thank you to Jessica Luong, Christine Roy, Jocelyn Ip, Anne Lor, Kelly Lee, Jeremy Ip, Becky Wasser and Linda Chen for your professionalism and creativity.

- Ryan Stitt, Communications Technology teacher, for his tireless effort in mentoring his students throughout the process.
- Helene Green, principal, William Lyon Mackenzie Collegiate Institute whose cooperation and enthusiasm around the project helped make it come to fruition.

The poster contest began in January 2010 to engage staff in the new Strategic Plan and get them thinking about where Baycrest would be in five years if strategic focus and goals were met. Now, three months later, the contest is over and based on voting activity we received, we can say that the mission was accomplished.

On Thursday, April 8, **Dr. Bill Reichman**, Baycrest president and CEO, personally congratulated the winning teams and presented each team member with their prize. The first place prize was a \$10 Indigo gift card and the second and third place prizes were a \$5 Starbucks gift card.

Keep your eyes open throughout the coming months to see all of the posters used in a variety of ways in and around Baycrest.

For information about Baycrest's Strategic Plan, visit [www.baycrest.org](http://www.baycrest.org). Click on About Us and then click on Strategic Plan.



**1st place: Seniors Day Centre  
Designed by Jeremy Ip**



**2nd place: Research  
Designed by Anne Lor**



**3rd place: Culture and Heritage  
Designed by Christine Roy**

# Client Satisfaction Survey: We want to know about your experience at Baycrest

Improving client satisfaction is one of two “Wildly Important Goals” (WIGs) that Baycrest has chosen from our strategic plan to put hyperfocus on over the next two years. To help us understand how we are doing we are inviting all clients and families to share their opinions through in a short survey from Monday, April 12 until Sunday, April 25, 2010.

“This survey will let us know how we are doing and give us a good indication of what we are doing well and what we can improve on to help make client and family satisfaction stellar at Baycrest,” says **Dr. Maria Huijbregts**, director, Quality, Risk and Patient Safety. “We are fully committed to exceeding our clients’ expectations, and feedback is important in helping us achieve this goal.”

Volunteers will assist with interviewing clients and will be clearly identified by a special name tag that says “Client Satisfaction Survey Volunteer”. Volunteers are being trained to determine which clients are cognitively able to fill in the survey.

Families can pick up surveys throughout Baycrest at all nursing stations, unit clerk desks and the Khedive entrance information centre. They can also complete an on-line version on the Family and Visitor Information page of the website at [www.baycrest.org](http://www.baycrest.org).

Survey participation is voluntary and responses will be kept confidential. The survey takes less than five minutes to complete and we appreciate your participation. A more detailed survey will be conducted later in the year.

Many thanks to everyone who worked on the implementation of the survey including representatives from Volunteer Services, Professional Practice, e-Health, Clinical Programs, Public Affairs and the Terraces / Wagman Centre.

If you any questions about the survey, please speak with your unit director or contact Dr. Maria Huijbregts at 416-785-2500 ext. 2677.

## The surveys are in two colours:

The **yellow survey** is for Apotex residents; residents and client of The Terraces and Wagman Centre; patients of Baycrest Hospital; and outpatients who visit the Ambulatory Care Clinics.

The **blue survey** is for family members, substitute decision-makers, powers of attorney or frequent visitors.



## Special lecture

By Guest speaker

### Dr. Ehud Cohen

Assistant professor, Institute for Medical Research Israel-Canada, The Hebrew University of Jerusalem Medical School.

Thursday, April 29th

1:00 - 2:00 p.m.

Classroom ABC

(2nd floor - Baycrest Hospital)

**How the aging process enables the onset of neurodegenerative maladies late in life?**

**New mechanistic insights point towards the development of novel therapies.**

# New vice-president, Medical Services and Chief of Staff

**D**r. Paul R. Katz has been appointed as Baycrest's new vice-president, Medical Services and Chief of Staff. He is one of the world's preeminent experts in geriatric medicine, geriatric education and nursing home care.

Dr. Katz is currently professor of Medicine at the University of Rochester School of Medicine and Dentistry in the United States. He is also chief of the Division of Geriatrics and Aging at the University of Rochester School of Medicine, medical director of Monroe Community Hospital (one of the most famous academic nursing homes in the United States), associate chief of staff for Research at the Canandaigua U.S. Veterans Administration Hospital, and director of the Finger Lakes Geriatric Education Center, sponsored by the U.S. Bureau of Health Professions.

He is recognized across the world as a leader in long-term care and is currently president of the prestigious American Medical Directors Association (AMDA), a North American organization that brings together and represents leading experts in the discipline who have helped to formulate the best practices that guide healthcare delivery in long term care settings. Dr. Katz also holds a leadership position in the American Geriatrics Society.

Dr. Katz received his BS and MD degrees from the University of Michigan and completed training in internal medicine at Blodgett Memorial Medical Center in Grand Rapids, Michigan. After finishing two years in the U.S. Public Health Service working with older adults, he completed a fellowship in geriatrics at the State University of New York at

Buffalo in 1984 and went on to direct geriatric services at the Buffalo Veteran's Administration Medical Center before moving to the University of Rochester.

An active educator and US federally funded investigator, Dr. Katz pursues scholarly interests in geriatric education as well as the organizational correlates of quality care in long-term care settings. He is senior editor for the Springer Series: Advances in Long-Term Care as well as a co-editor of two of the major textbooks in the field: Practice of Geriatrics and Psychiatry in Long-Term Care.

Dr. Katz will formally join our team at Baycrest on July 19, 2010.

## Yom HaShoah - remembering Holocaust victims and honouring survivors

As an organization that cares for many Holocaust survivors and has over the years developed an expertise in addressing the unique needs of aging survivors, it is important that we recognize Yom HaShoah (Holocaust Remembrance Day) on Sunday, April 11.

This day focuses on the importance of remembering – recalling the victims of the Holocaust, honouring the survivors and ensuring that such a tragedy never happens again. It has been 65 years since the Holocaust. However, to

survivors and their families the tragedy of the Holocaust remains real and ever-present.

This year, we have the special honour of being invited to participate in the 2010 National Holocaust Remembrance Day Ceremony. A small number of child survivors, children of Holocaust survivors and Baycrest staff will travel to Ottawa on Monday, April 12 to take part in a ceremony being held at The War Museum.

The Baycrest community also joins in with numerous communities around the world who are holding Yom HaShoah Memorial Services.

Please join us for Baycrest's Yom HaShoah Memorial Service as we commemorate those who perished and honour the survivors on Sunday, April 11, 2010, from 3:00 p.m. to 3:45 p.m. in the Winter Garden Court.

# Baycrest and Berkeley join forces to present the 20th Annual Rotman Research Conference on the Frontal Lobes

**B**aycrest and the University of California at Berkeley, two of the world's premiere research institutes in cognitive neuroscience, joined forces to present a global conference on the brain's frontal lobes from March 22-26 at the Metro Toronto Convention Centre. Held every 10 years by the Rotman Research Institute, the five-day conference attracted nearly 700 attendees and featured the world's top brain experts who are advancing our understanding about the role of the human frontal lobes in aging (from childhood to late life), how genes and environment may influence how this process, the devastating disorders that can disrupt this highly evolved but vulnerable region of the brain, and the way forward for therapeutic interventions and neurorehabilitation.

**Dr. Donald Stuss**, a senior scientist and founding director of Baycrest's Rotman Research Institute and co-chair of the conference with colleague Dr. Robert Knight from the University of California at Berkeley, describes frontal lobes research as the science of "what makes us human." Our ability to reason, plan, prioritize, problem-solve, empathize, understand others' intentions, control our impulses, pay attention, understand humour, use language and think creatively, are largely associated with our frontal lobes.

"Since the last conference 10 years ago, our increased understanding of brain plasticity has opened the door to the exciting possibility of cognitive rehabilitation or cognitive training," Dr. Stuss says. "We now know that the older brain can grow new cells, reorganize itself after damage, and

that as we get older brain functions can be partially restored with proper exercise, sleep and eating habits, as well as learning new techniques."

"Exciting new experimental findings are beginning to reveal how human thought and action unfolds with sub-second precision," added Dr. Knight, director of the Helen Wills Neuroscience Institute at Berkeley. "These findings provide the roadmap for understanding both normal human behaviour and how it goes awry in neurological, psychiatric and developmental disorders."

The conference attracted the attention of many national media outlets, including the Globe & Mail, National Post, CBC Radio Metro Morning, the Medical Post and Global News.

## Here are some conference highlights:

- Keynote speaker Dr. Giacomo Rizzolatti (University of Parma) delivered a fascinating presentation on "mirror neurons" in our frontal lobes – which give us the ability to understand another person's intentions or behaviours, and are absolutely critical in any social situation. He discovered that mirror neurons in autistic children's brains do not "fire up" as they do in normal, healthy brains. Because of this impairment, children with autism lack experiential understanding of others.
- Dr. Roberto Cabeza (Duke University, Center for Cognitive Neuroscience) noted that the aging brain has the

ability to "compensate" for its own deficiencies by "reorganizing its functions". Understanding these mechanisms of compensatory activity in the aging brain, and the factors that modulate them, will help in the development of effective cognitive rehabilitation approaches.

- In a poster presentation titled "Red Alert," researchers examined the impact of war-related stress on cognitive functions in students studying in regions prone to rocket attacks. The study found subtle but significant cognitive impairment in otherwise healthy students.
- Dr. Monica Fabiani (University of Illinois) pointed to exciting new data showing that "fitness" and "education" have a protective effect in our brains. She found that grey matter is more preserved in people with increased fitness levels and white matter is more preserved in people with higher education.
- Dr. Art Kramer (University of Illinois), who is internationally renowned for his research looking at the effects of aerobic exercise on cognitive and brain health, opened his presentation with a simple but powerful refrain – "use it or lose it." The good news is that levels of cognitive performance are "malleable" and "open to enhancement" throughout the human lifespan.

*The conference was sponsored by the Heart and Stroke Foundation's Centre for Stroke Recovery and HSBC. **BM***

# Get involved in the greatest Boardwalk ever!

David and Faye Markowitz of Toronto footwear stores, Davids and Capezio, are exchanging their Italian leather shoes for brand-new runners to co-chair the 2010 Baycrest Boardwalk on June 28, 2010. This event aims to raise \$250,000 - our biggest goal ever!

Both are passionate community leaders and have a special connection to Baycrest. Faye's mother, Selma Jelinek, attended Baycrest's Community Day Centre for Seniors and every Sunday, Selma and her family gather at Baycrest to attend the popular concert series endowed in her name. David's father, Louis Markowitz, received care on the Sydney and Florence Cooper Rehabilitation Unit eight years ago following a hip replacement.

David comments: "We're honoured and excited to be a part of this event that brings together all kinds of people who have a connection to Baycrest." The couple will be walking with their beloved golden retriever, Mookie, who they got after meeting last year's co-chairs, George and Susan Cohon, and their golden retriever, Tilly.

Proceeds from the Boardwalk support care and research at Baycrest, focusing on innovations that will help transform the journey of aging.

Last year's walk attracted the most staff participants to date and once again all Baycrest staff members and volunteers are invited to get involved in the Baycrest Boardwalk by either organizing a team, walking as part of a team, or sponsoring a colleague who is walking. The Baycrest Boardwalk is



Faye and David Markowitz with Mookie, co-chairs of the 2010 Baycrest Boardwalk.

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](http://www.baycrest.org/boardwalk) makes it easy to register and to collect donations from family and friends. You can also find Boardwalk sponsorship brochures near the W.A. Café, the Cafeteria, or Baycrest Foundation.

Baycrest employees will receive a Boardwalk sponsorship brochure with pay stubs on April 28. You can register or sponsor a Boardwalk walker or team online by going to [www.baycrest.org/boardwalk](http://www.baycrest.org/boardwalk)

## Announcements

Congratulations to Human Resources coordinator **Krystal Williams** on her appointment as Human Resources Coordinator - Recruitment. She can be reached at extension 2993 or at [kwilliams@baycrest.org](mailto:kwilliams@baycrest.org).

Congratulations to **Heather Candon**, Infection Prevention and Control practitioner, and her husband Jason George, on the birth of their daughter Olivia Edna Candon George on March 16. Mazel Tov!



## Rhett has a new temporary home

On a veterinarian's recommendation Rhett has been relocated to the Environmental Services Department for a brief period of time so he can recover from a feather plucking condition. Feather plucking is the equivalent of human nail biting.

Rhett will be reunited with Scarlet by June 30, 2010. If you wish to visit Rhett you can drop by the Environmental Services Department between 8 am and 4 pm, Monday to Friday.

