

Baycrest Matters

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

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ISSUE

SPECIAL ISSUE

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Baycrest is fully
affiliated with the
University of Toronto.

One step at a time, your hard work is moving us closer to achieving our Wildly Important Goals (WIGs) - client satisfaction and employee engagement.

"The WIG approach is something tangible that staff can apply and see the impact of how their actions are moving our strategic plan forward," says **Dr. Bill Reichman**, Baycrest president and CEO.

"I think it is clear that we chose the right two WIGs and that everyone shares the desire to achieve really great results in these areas. A lot of good work is underway and it is really important that we continue to focus on these major strategic priorities."

Dr. Reichman adds that many staff told their leaders that they want to hear more about what others across the campus are doing to achieve these goals. In early September, staff were invited to share their stories and have their photos taken to capture some of their WIG efforts.

Many of their pictures and statements are in this special issue and their videos are featured on the intranet. Look for

our new WIG banners hanging from the ceiling along the main hallway from the Apotex to the Khedive entrance. **BM**



Ryan Calma

Help Desk technician, e-Health

"My Wildly Important Goal is to make it easier for nursing staff to access client information, resulting in better client care."

Small improvements make a big difference for research participants

Three simple lead measures established by the Research Centre for Aging and the Brain help make the research experience more personal and enjoyable for research study participants and staff.

Research volunteers lend their brain to Baycrest by participating in studies on aging, memory, mood and cognition, which help inform clinical interventions and treatments and promising rehabilitation strategies.

“These volunteers are a vital part of what we do and that is why we chose lead measures that will enhance their experience with us.” says **Dr. Lisa Goos**, director, Research Policy and Planning.

Dr. Goos adds that the 4 Disciplines of Execution approach to lead and lag measures is similar to generating and testing a research hypothesis, so it is intuitive and appealing to scientists and research staff.

The research team, which includes staff and students from multiple independent labs, identified that their clients are research participants. They discussed what aspects of the participation experience could be improved to increase client satisfaction. The team identified three

areas for improvement: participants often have trouble finding the Research building on campus; the test rooms were unappealing and untidy; and there was no follow-up after clients completed their session.

To address these areas and increase client satisfaction, three project teams created the following lead measures:

- Improve the experience for research participants upon arrival at Baycrest through “meet and greet” initiatives;
- Update and improve the research testing rooms;
- Acknowledge each research participant with a “thank you” card.

The first team posted signs, maps and a list of researcher contact numbers at the main entrances, making it easier for participants to find the Research building or to contact their tester to arrange an escort. Once participants arrive at the Research building they are greeted by a research assistant, offered a drink from a newly installed water cooler and shown to their test room.

The second team removed clutter from test rooms and placed cleaning

supplies in each room for testers to use after each session. “Ensuring that the rooms are neat sounds like a small step, but our environment is the participant’s first impression of our facility,” says **Roshan Guna**, subject and ethics coordinator.

The third team designed “thank you” cards which are sent to participants after their research session. “We designed the cards so that we can add a small note and sign our names, giving the cards a personal touch,” adds **Panteha Razari**, research assistant.

Testers record their completed tasks electronically, and the data is compiled into an online scoreboard. Participant satisfaction is tracked through a feedback survey given to each participant at the end of their test session. To date, the satisfaction level is high. Everyone in research can see the rate of completion of each lead measure through an online graph on the Research home page. This makes it easy to see how the lead measures are impacting client satisfaction.

“Our team is more organized now, takes on more responsibility and is more mindful of how we treat the participants because we feel more accountable,” says **Wayne Khuu**, research assistant. “I feel like a part of the decision-making process and part of a bigger team.”

Dr. Goos agrees: “This approach brought people together who normally may not have the opportunity to work with each other, to focus on a common goal of making the research participation experience better for everyone.” **BM**



BRAVO research volunteer Elaine Harris offers water to fellow volunteer Janice Babins. The new water cooler in the Research waiting area is one of many improvements that has led to increased research participant satisfaction.

My Wildly Important Goal ...



Adam Nisula
Senior network administrator, e-Health

... is to implement an online clinical training initiative, which will increase knowledge across Baycrest.



Fredericka Distin
Personal support worker, Apotex 7

... is to acknowledge my fellow staff members, and to appreciate them for the work they do each day.



Rosemarie Bonadie
Registered nurse, Apotex 3

... is to realize that what we do, and how we impact care at Baycrest each day, is very important.



Holly DeMarco
Specialist, Organizational Effectiveness

... is to create new learning opportunities for all staff.



Evelyn Ginsberg
Personal support worker, Apotex 7

... is to try new things with residents that will make them happy.



Dr. Christina Gojmerac
Psychologist, Cognitive and Behavioral Health Program

... is to set weekly goals that are achievable and sustainable over time.



Gary Gallagher
Clinical manager, 5 East, Baycrest Hospital

... is to build a better rapport between staff and patients and their families.



Rhonda Corcoran
Registered practical nurse

... is to make it easier for patients to approach nursing staff.



Kim Martin
Manager, Cognitive and Behavioral Health Program

... is to enhance team communication through formal sharing of clinical, research and educational activities.



Mary DiNardo
Medical laboratory technologist, Baycrest Laboratory

... has improved communication with nursing staff across Baycrest.



Syrelle Bernstein
Director, Volunteer Services

... has helped us to increase our services, and offer an enhanced volunteer program.

Terraces of Baycrest housekeepers gladly go the extra mile

For the housekeeping team at the Terraces of Baycrest, the Wildly Important Goal of improving client satisfaction is about building relationships and lifting spirits.

That's why the housekeepers left a special Passover greeting card on each resident's pillow before leaving the resident's apartment after the weekly cleaning, and why they did it again at Rosh Hashanah, this time including a small gift with each card.

"The residents loved this initiative and were so moved by the gesture," says **Merav Jacobson**, marketing manager, the Terraces of Baycrest and Wagman Centre, who helps to facilitate the WIG meetings.

In a recent WIG meeting, the housekeeping staff agreed that their

goal for the upcoming week was to ask residents if there is anything else they can do for them after they've finished cleaning their apartment.

Going the extra mile for clients is something the housekeepers were already doing, but the lead measure helped them expand on that. Recent small kindnesses include taking mangoes to a client who loves the fruit, and sewing a pad on a chair to make a client who was in pain more comfortable. One housekeeper replaced a client's favourite set of lost sheets, and another bought a tape and CD player for a resident to replace her broken player.

As frontline staff, housekeepers at the Terraces also serve as an early warning system for potential health and safety issues. For example, a housekeeper who found a stove left

on in a client's apartment didn't just simply turn it off, but reported it to management as she knew it might be a more serious issue that needed to be addressed.

Terraces residents do appreciate the extra help housekeepers provide – helping them to button up a sweater or put on a pair of socks, or for one client, washing and re-hanging of curtains in time for Rosh Hashanah, which is not part of their weekly cleaning routine.

Merav says she is very impressed by the many thoughtful actions taken by housekeepers to improve client satisfaction at the Terraces. "They have set a good example for the rest of the organization by going above and beyond their job description."

My Wildly Important Goal...



Dorothy Kerry
Registered Practical Nurse, Apotex 7

... is to spend more time with clients, listen to their stories and get to know them better.



Melissa Ziraldo
Interim manager, Brain Health Centre Clinics

... is to support my teams as they apply the data from the accreditation process and the employee engagement survey to create an exceptional environment.



Debbie Mendelson
Physiotherapist, Cognitive and Behavioral Health Program

... has increased communication amongst our team and has helped to identify and resolve common issues.



Maryla Alder-Rotmerisz
Brenda Gasner-Lass
Diane Robson
Recreationists, Creative Arts Studio

... is to explore the diversity of our team and gain insight into other programs.

How do we know what's working?

How do we measure if our efforts to improve client satisfaction and increase employee engagement are having an impact?

Teams across Baycrest created scoreboards to track their progress, which gives them a visual cue of how they are doing.

On an organizational level, two measurement tools - the Client Satisfaction Survey and the Annual Employee Physician Volunteer Survey - help to provide the answers by highlighting our areas of strength and areas for improvement.



Client Satisfaction Survey - late October 2010

In October we will roll out Phase II of the Client Satisfaction Survey - a longer, more in-depth survey designed to give us a complete and detailed understanding of our clients' and families' experience at Baycrest. Participation is voluntary; however, in order to make our action plans truly benefit the client experience at Baycrest, we strongly encourage everyone to participate in the survey. A short form survey was conducted in April and results were shared with staff and families.

Achieving excellence in patient safety, client satisfaction and improving quality of life for our clients is one of our strategic goals and an important element of the Accreditation process.

Annual Employee Physician Volunteer Engagement Survey - late fall 2010

This annual survey provides all staff, physicians, and volunteers an opportunity to voice their opinions in an anonymous and confidential manner. Your feedback helps identify what needs to be improved to make Baycrest a better work environment.

The survey results are communicated to staff so they can discuss them and create action plans to address the results.

Stay tuned to Baycrest Matters, the intranet and the family page on baycrest.org for more information about these upcoming surveys. **BM**

			
<p>Tony Heayn Senior network administrator, e-Health</p> <p>... is to build a searchable troubles database, which helps us to fix technical problems faster, leading to improved customer service.</p>	<p>Joyce Tsui Registered nurse, Apotex 5</p> <p>... is to generate ideas of how we can improve client care.</p>	<p>Nigel Applewhaite Rehabilitation technologist, Ambulatory Clinics</p> <p>... has improved our follow-up processes with clients and customer service.</p>	<p>Jenny Pacheco General Secretary, Cognitive and Behavioral Health Program</p> <p>... is to provide more information to clients about Baycrest and community services.</p>

Mentoring staff to lead

With over 70 people working on Apotex 6 at different hours of the day, and days of the week, unit manager **Amy Rothwell** was faced with the challenge of how to reach everyone on her team. She knew she could not lead meetings for every shift, so she decided to run one weekly WIG session and mentored staff to run their own meetings to reach staff from all shifts.

Registered practical nurse **Berna Donaldson**, personal support worker **Carmen Locquiao** and personal support worker **Ruth Taylor Farrell** led one of the alternate meetings.

“These experienced staff members have proven to be wonderful leaders to their peers, and through the 4 Disciplines process, they

consistently go above and beyond their role,” says Amy.

For client satisfaction, staff ask their clients or their family member, at the end of an interaction “Is there anything else I can do for you?” They also ask family members “What can I do to enhance the care of your relative on Apotex 6?”

“I want to treat my residents just like my own parent, and since we started this approach, it’s much easier to engage families in conversations about their loved one. This has made a tremendous difference in their confidence in us,” states Ruth.

She notes that many staff members come in before their shifts begin to take some residents who do not have

family members present outside for a bit of fresh air. “It gives me a good feeling to be able to lead the meetings, and work with my colleagues to generate more ideas of how we can all make a difference. Even when we put a smile on a resident’s face, it makes us feel empowered.”

One of the ways staff are fulfilling their employee engagement lead measure is with a new compliment box on the unit. Staff, clients and families are invited to fill out a compliment card for a staff member and add it to the box. “We want to emphasize a focus on the good, and this has been a successful initiative – many individuals are getting compliments from their own peers in addition to family members,” says Amy. **BM**



Creative thinking moves the WIG process forward

For staff who work shifts, attending meetings scheduled during regular business hours is a challenge. Some creative solutions established by 6 East, Baycrest Hospital, enabled all staff to contribute to their lead measures and to the Wildly Important Goals of client satisfaction and employee engagement, no matter what time of day they work.

“We needed to figure out how to reach team members who work shifts but also create a system for nursing staff and allied health professionals who may be on-site, but not available to attend a WIG session,” explains **Julie Grossman**, clinical manager, 6 East, who admits she has held WIG sessions at the crack of dawn to meet with night staff.

Each staff member attended a 4 Disciplines of Execution session and

brainstormed their ideas about the lead measures. Initially, the team came up with 14 different lead measures, but realistically narrowed it down to three

For client satisfaction, the lead measures include:

- While providing patient care staff should introduce themselves;
- Greeting my patients with a smile;
- Talking to the patient during each interaction and explain their actions.

For employee engagement, the lead measures focus on:

- Thanking colleagues when they provide assistance
- Attending meetings on time and staying for the duration of the meeting (unless otherwise excused).

“These lead measures help to reinforce the importance of taking the

time while providing care to reassure the patient, inform them of what we are doing, and talk to them during any procedure,” notes **Estelle Cater**, registered practical nurse, 6E.

For staff to record their lead measure contributions, Julie created activity logs and chits which can be dropped into a box on the unit at any time of day, or sent to Julie by e-mail.

“This process has worked really well for our team. It has given everyone the opportunity to share their ideas and staff are acknowledging each other on a regular basis for the great work that they are doing,” Julie adds. “I am not surprised, but I am very pleased with the cohesion of this team. They are proud of each other.”

BM



Increasing efficiency, knowledge sharing and creativity

It didn't take long for the Cognitive and Behavioural Health Program at Baycrest to realize that the 4 Disciplines of Execution leads to increased efficiency, knowledge sharing, and creativity.

Kim Martin, manager, Cognitive and Behavioural Health Program, oversees the psychology programs and services and self-management programs (MOST, Parkinson's and Arthritis) at Baycrest. Although the Wildly Important Goals (WIGs) mean something different for all teams, and each chose their own lead measures, she notes that there are common threads among them.

"We had to consider how our clients differ from the ones at Baycrest Hospital and the Apotex," explains Kim. "We tend to see clients still living in the community, for eight to 10 week sessions, so we don't always have the opportunity to form the same long-

term relationships as some of our colleagues. This impacted how we chose our lead measures."

There are wait lists for many of the Cognitive and Behavioral Health Program services. By the time clients get to the top of the list, their needs have changed. "Our lead measures address what we can do to support clients while they are on the wait list," explains Kim. "We inform them of what other programs there are in the community, offer them educational materials, and keep in close contact to inform them of their place on the wait list."

When the Cognitive and Behavioural Health Program chose its lead measures related to employee engagement, staff expressed the desire to improve their communication with in terms of sharing each other's clinical, research, and educational activities.

"The Cognitive and Behavioural Health Program was established with the implementation of program management, which brought together psychology-led programs and self-management programs under one umbrella," Kim says.

"We continue to seek opportunities where the various programs can integrate and/or collaborate to improve clinical care, but we are also still trying to simply keep abreast of what everyone else is doing from month to month. When we chose our lead measures, all of the staff from the different programs decided to come together on a monthly basis, share ideas and expertise, discuss projects they are working on and communicate more effectively. This approach provides a forum for more dialogue."

BM

Community Day Centre's WIGs monitor clients' progress

The Community Day Centre for Seniors, which provides social, recreational and educational activities for older adults who live in the community, recently updated their lead measures to further their actions related to client satisfaction and employee engagement.

"The accountability and commitment to this WIG process makes you think of your actions and how you can make a direct impact on the rest of your team," says **Faith Malach**, director, Community Day Centre.

Faith adds that one of the challenges in her program is that client's health

information is not documented like it is in a hospital or long-term care facility, but their members are just as complex. They suffer from cognitive impairment but often also have a variety of other health problems.

As a result, the Community Day Centre chose two lead measures for client satisfaction:

- To develop and implement an interdisciplinary care plan model that highlights mental health, self-management, health promotion, social and recreational goals which can be used to monitor progress with members and families;

- To optimize opportunities for health promotion and prevention activities in the program.

For employee engagement, the team chose the following lead measure:

- To contribute to maintaining a positive team work environment that recognizes worklife balance (recognition, celebrations, activities, resources, support and training).

"Through this process, you may help someone who is isolated in the community to make a new friend, or help them to self-manage their diabetes," Faith says. BM

Implementing staff recommendations to create a better work environment

We asked you for your suggestions on how to make Baycrest a better place to work – and you came up with many ideas. The Staff Engagement Task Force considered staff recommendations on how to enhance our work/life experience at Baycrest and many of these ideas are now in motion.

“It is so important that staff members know that their opinions are valued, and that their contributions will lead to improving Baycrest,” says **Faith Malach**, program director, Community Services, who led the task force. “We are very fortunate to have so many staff members who provided us with creative solutions and who want to be actively involved at Baycrest.”

Here are some of the employee engagement initiatives currently underway:

- **A new Employee Recognition Wall:** A permanent wall will be a focal point for communications related to employee recognition and engagement. The wall will be launched in late 2010.
- **Improved Staff Holiday Party:** Wednesday, December 8. We are incorporating staff recommendations in all aspects of the annual staff party, from the menu to creative ways we can include those who cannot attend.
- **Enhanced monthly and annual Rewards and Recognition Program:** This will include a smoother process for award selection, increased monetary investment in awards and new awards such as Innovative Problem Solving, Leadership Best Practice, Engaging Leadership, Fun at Work, Research in Print and more.

- **Improved Service Awards Ceremony for staff celebrating milestone anniversaries:** A new plan for significant service anniversaries that includes an enhanced approach to the awards ceremony and a formal meal. (See page 9)
- **Staff Lunch Room Improvements:** Your suggestions from a recently conducted survey are part of our plan and work is underway to renovate the staff lunch room. The renovation will be completed by October 31.
- **Buddy System:** A new program will be introduced to help new recruits become familiar with the key areas of Baycrest during their first few weeks.
- **New Discount Plans for Staff:** Exciting new opportunities for discounts are in the works with new vendors.
- **Flexible Work Opportunities:** We are currently exploring a variety of options and opportunities for work schedule flexibility.
- **Create a Staff Wellness Program:** A multi-level health and wellness program is in the planning stages to address the physical health, lifestyle factors, health services and psychological and spiritual wellbeing of our staff.
- **Healthier Food Choices:** Many suggestions have already been incorporated into our menus. Watch for our new food tasting options, new menu items and fresh ideas being introduced in the near future.

- **New Signage:** Signage is an important visual aid and can make finding your way simpler and more efficient. We are reviewing our current signage and looking at ways to improve it.
- **Occupational Health and Safety Drop In Clinic:** Enhancements are being made to existing services and new ones are being planned.
- **Team rewards and recognition:** Designated money for managers to use for rewards and recognition is now available. *July 2010*
- **Women of Baycrest:** All women staff members can participate in Women of Baycrest events at a discounted rate associated with being a member. Female staff under 35 are eligible for the Young Women of Baycrest event rate. *August 2010*
- **Greeting cards:** Special cards for managers are available in Baycrest Stores to recognize staff on special occasions. *September 2010*

Here are some of our successes:

These new initiatives would not be possible without the support of the Staff Engagement Task Force.

Special thanks go to its members: **Nigel Applewhaite, Carla Delvecchio, Loraine Fellows, David Grimbly, Julie Grossman, Leslie Iancovitz, Jean Lazarus, Maria Lereu, Faith Malach, Ruth Morayniss, Luis Rendon, Amy Rothwell and Whitney Sherman. BM**



Celebrating exceptional staff and physician contributions

Annual Staff Service Recognition Luncheon

Friday, October 22

12:00 to 2:00 p.m.

Fireside Lounge, Terraces of Baycrest

A sit down luncheon will be served

Baycrest's Annual Staff Service Recognition Luncheon is a celebration of the exceptional contributions of staff and physicians. This event is an opportunity to recognize our employees who have five, 10, 15, 20, 25, 30, 35 years of service and to honour Baycrest employees who retired in 2009.

"This luncheon is a wonderful way, as we continue our journey to become an employer of choice, to acknowledge the dedication of our long serving employees," states **Joni Kent**, vice-president, Human Resources and Organizational Effectiveness.

Hosted by the Human Resources and Organizational Effectiveness division, the return to a more formal event is a direct result of staff recommendations through the Staff Engagement Task Force and feedback from the Employee, Physician and Volunteer Engagement survey in 2009. "Some of these employees have dedicated their full career to providing quality service and care at Baycrest. When the opportunity to return to a full sit-down luncheon arose we immediately started the planning process," says **Gary Rosborough**, manager, Organizational Effectiveness.

As this is a very special day, this is a chance for honourees to dress up, however they must remember their Baycrest ID badge.

Invitations will be delivered by managers or mailed to honourees' home addresses. When you receive your invitation please RSVP by contacting Organizational Effectiveness at ext. 2365.

Baycrest presents

The 10th Annual Kunin-Lunenfeld Applied Research Unit (KLARU) Conference

Clinical Aspects of Frontal Lobe Dysfunction
Friday, October 29, 2010

89 Chestnut Street Residence & Conference Centre, Toronto

For information, please visit www.klaru-baycrest.on.ca and click on the conference link.

Inquiries - Paula Ferreira at 416-785-2500 ext. 2363 or e-mail pferreira@baycrest.org

My Wildly Important Goal...



Daniel Sabeti
Help Desk technician, e-Health

... is to share solutions within our own department and across the organization, resulting in faster response and better client service.

Janis Sternhill
Coordinator, Volunteer Services



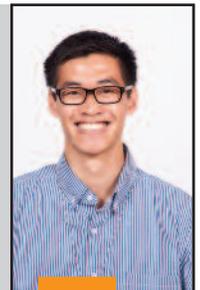
... is to become more involved by placing excellent volunteers in all programs and services.



Dr. Larry Leach
Psychologist, Cognitive and Behavioral Health Program

... is to identify the need for change and provide the tools to implement new and innovative solutions.

Wayne Khuu
Research assistant, Research Centre for Aging and the Brain



... is to take on more responsibility and to be more mindful of research participants.



My Wildly Important Goal...



Roshan Guna
Subject and Ethics
Coordinator,
Research Centre for
Aging and the Brain

... is to help make the research test rooms more comfortable for participants.



Nancy Levy
Medical Laboratory
Technologist,
Clinical Laboratory

... has resulted in better client care and timely results while increasing our team's profile.



Dawn MacAskill
Development Officer, Baycrest Foundation

"My Wildly Important Goal is to better serve Baycrest Foundation donors by going the extra mile for them."



Manson Locke
Director, Human Resources

"My Wildly Important Goal is to help my team achieve professional development goals, enabling them to provide better support to Baycrest staff."



Cindy Paget
Registered Nurse,
Occupational Health
and Safety

... is to meet staff members from all departments and let them know how we can support them.



Marlene Axmith
Development Officer,
Baycrest Foundation

... to better serve Baycrest Foundation donors by going the extra mile for them.

Employee learning and professional development

Encouraging and sustaining employee learning and development is pivotal in making Baycrest a great place to work. Organizational Effectiveness can support you by giving you the tools and resources to work towards our goals and values.

To assist you with making the most of your learning opportunities, they have developed a blended learning approach (online, classroom format,

self-study). This enables staff to participate in:

- Online workshops (which take 10 to 30 minutes to complete) which you can do whenever you want
- In-class developmental workshops, which run from one hour to one hour, 45 minutes, will be offered at different times of day to accommodate all schedules.

Resources and self-study options will be available for your personal use. You can request a team session or additional dates.

- Lunch N Learns are back. Look for upcoming 45-minute sessions which will be scheduled one to two times per month.

<p>LEADERSHIP DEVELOPMENT</p> <p>Respect in the Workplace: Diversity and Human Rights Training for Leaders Tuesday, October 26 9:00 a.m. to 12:30 p.m.</p>	<p>EMPLOYEE DEVELOPMENT</p> <p>Your Performance Review: Maximizing Your Results Tuesday, October 12 10:30 a.m. to 12:00 p.m.</p> <p>Wednesday, October 20 3:30 to 5:00 p.m.</p>	<p>Anti Harassment/Anti-Discrimination Wednesday, October 20 10:30 a.m. to 12:00 p.m.</p> <p>Thursday, October 28 3:30 to 5:00 p.m.</p> <p>All workshops take place in Classrooms ABC, second floor, Baycrest Hospital.</p>
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My Wildly Important Goal...

 <p>Wendy Crisp Registered Nurse, Occupational Health and Safety</p> <p>... is to increase awareness of Occupational Health and Safety and support staff in their wellness goals</p>	 <p>Georgy Djanashvili Nursing Informatics Specialist, e-Health</p> <p>... has enhanced and simplified our medical documentation systems, making Baycrest a safer environment for our clients.</p>	 <p>Anoosh Chaudhry Research Assistant, Research Centre for Aging and the Brain</p> <p>... has resulted in better awareness of the services we offer.</p>	 <p>Ezra Rajman Laboratory Technician, Clinical Laboratory</p> <p>... has led to an improved test results review process, which provides clients with quicker results.</p>
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Announcements

Farewell to **Lucy Cabico**, clinical nurse specialist, who is retiring from Baycrest after 28 years of dedicated and exemplary service. During her time here, she has held many roles including registered nurse, nursing coordinator and unit director. She has made many contributions to nursing practice, nursing orientation and education, the Pharmacy and Therapeutics Committee, Products Standards Committee and Apotex Leadership. Most importantly, she has significantly contributed to and led Baycrest to excellence in skin care. We wish Lucy all the best in the next exciting phase of her life.

Welcome back to **Dr. Chantal Graveline**, who returned to Baycrest on Monday, September 20 as executive director, Community Development and Planning. In this important new role, Dr. Graveline will focus on helping us achieve our vision by identifying and developing new partnerships, help shape health policy with the government and identify funding opportunities. She will also develop, implement and manage a new organization-wide operating planning process. Dr. Graveline's office is on the second floor of the Posluns, room 275 and she can be reached at ext. 2160.

Roll up your sleeve to win! Take your annual influenza vaccine at Baycrest

The summer is over, the crisp air of fall is here and the kids are back at school - which can mean only one thing - that flu season is not far off.



In the next few weeks, Baycrest will launch its annual "Roll up your sleeve to win!" influenza vaccine campaign for staff, volunteers, clients, private companions and members of the community. The seasonal influenza clinic will be set up on site by Occupational Health and Safety - making it convenient for everyone to protect themselves and the people around them - their families,

colleagues, and most importantly, Baycrest patients and residents - against the seasonal flu.

The details of the clinic (date, time and location) are currently being planned. Stay tuned to all communications vehicles (like Baycrest Matters, posters at the entrances and the intranet and internet) for the most up-to-date information about the influenza vaccine clinic.

Celebrate Occupational Therapy Month in October

Tuesday, October 26 to Thursday, October 28
11:30 a.m. to 1:00 p.m.
Outside the Cafeteria

October is Occupational Therapy Month and the Baycrest occupational therapists plan to celebrate! Learn about Occupational Therapy at Baycrest, spin our OT wheel and win prizes.

Baycrest occupational therapists help patients and clients to participate in the activities of everyday life. This includes self care, work, leisure, social and community activities to enjoy life.

BAYCREST MONTHLY NOMINATED AWARDS CELEBRATING EMPLOYEE EXCELLENCE

Do you know a staff member who goes above and beyond their daily job? Acknowledge them by nominating them for one of these monthly awards:

Outstanding Service
Exceptional Acts of Kindness
Passion for Learning

Nomination forms are located:

- Speak your Mind Boxes at every elevator
- Organizational Effectiveness, Room 2E22, second floor, Baycrest Hospital
- Baycrest intranet: Tools_and_Resources

Send your completed forms to Organizational Effectiveness (second floor, Baycrest Hospital) by September 30.