

Baycrest Matters

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

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Baycrest is fully affiliated with the University of Toronto.

The Patient Safety Culture Survey results will inform safety plan

The Patient Safety Culture Survey results are in and they will help inform an enhanced patient safety plan to be rolled out this fall. The results from the Patient Safety Culture Survey will be shared with staff across the organization by their managers in November.

Managers will talk to their teams about the results and review safety events, the importance of proper reporting of events and solutions for prevention, how their actions can support patient safety and what they need for a safe work environment.

"The survey gives us a snapshot of where we are doing well and where we can improve," says **Dr. Maria Huijbregts**, director, Clinical Performance and Accreditation. "We are going to use this information to build on our existing plan. We will focus on ensuring that consistent and appropriate resources, policies and practices are in place. Most importantly we want to ensure that staff of all levels can access enhanced education about safety issues and processes, for high quality, safe care and service."

The results show our strengths:

- Staff take the time to identify and assess risk and safety issues;



- The ongoing communication flow between staff and management regarding safety issues;
- Our focus on increasing our knowledge on system and process improvements.

Areas for improvement include:

- Ensuring all safety events and potential hazardous situations are reported through various methods (e.g. in-services, rounds);
- Increasing the dialogue between staff about safety events, lessons learned, and necessary changes in practice;
- Ensuring necessary resources, policies and practices are in place to prevent and address safety events.

Continued on page 2

Canadian Patient Safety Week

Ask. Listen. Talk. Monday, November 1 to Friday, November 5

Canadian Patient Safety Week, an endeavour of the Canadian Patient Safety Institute, is an opportunity for Baycrest staff, volunteers, clients and families to acknowledge some of our "best practices" around patient safety and our achievements.

Organizational Practices (ROPs), standards of excellence which are vital components in assessing an organization's performance in patient safety and quality improvement. ROPs are reviewed and updated on an annual basis to make sure that they reflect current knowledge and practice.

During the week there will be opportunities to earn prizes for individuals whose actions are recognized as contributing to a safer environment for patients.

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

Learn more about ROPs

Visit Wortsman Hall on Wednesday, November 3 and learn about the Required

Contests, prizes, and free refreshments will be available.

Patient Safety Culture... continued from page 1

Conducted in June, more than 500 staff responded to the survey which provided valuable information on how to support Baycrest's commitment to patient safety. The survey was developed by Accreditation Canada and is a part of our preparation for the accreditation process in June 2011.

The survey is also part of a process that supports Baycrest's strategic goal to achieve excellence in patient safety, satisfaction and clinical outcomes using a continuous quality improvement and evidence based approach to clinical practice and the Wildly Important Goal (WIG) of increasing client satisfaction.

Over the last year a falls prevention strategy and a formal, standardized medication reconciliation process (a system

to obtain a complete medication record as patients move through different healthcare settings) were implemented at Baycrest and are increasing patient safety in these areas.

"These specific initiatives are critically important for care. We need to continue this ongoing quality improvement by working together to spend the time and make it safe for all of us to address safety everywhere at Baycrest," says Dr. Huijbregts.

Stay tuned to Baycrest Matters for more articles on patient safety and visit the safety page on the intranet or on the family page on www.baycrest.org to learn more.

The Quality, Safety and Best Practice Department support individual programs and departments in their patient safety practices by providing:

- Safety Event Reporting System (SERs) training (on-line reporting tool);
- Summary safety reports to leaders for reviewing and trending events on their units and programs;
- Facilitating discussions and reviews of patient safety events and identifying improvements to address gaps in the systems and processes.

For more information call **Eileen Chang**, Patient Safety and Risk Management specialist at ext. 2773.

Client Satisfaction Survey Phase 2 is underway

The longer, more detailed second phase of the Client Satisfaction Survey began on Tuesday, October 26 with representatives of NRC-Picker, an independent research corporation, conducting one-on-one interviews with all clients at Baycrest who are able to participate. The NRC-Picker representatives are wearing identification badges.

By the end of October, family surveys, along with a letter of instruction and a self-addressed, postage paid envelope will be mailed out to clients' primary contacts. The same survey package will be given to residents of the Terraces /Wagman Centre.

Staff will find a handy question and answer sheet attached to their pay cheques this week to help them answer any questions they might be asked by family members or clients. This sheet is also posted on the intranet and on the Family Information page of the website at www.baycrest.org.

Baycrest is genuinely interested in what our clients and their family members have to say about the quality of care and services we provide.

Participation in the survey is voluntary however we strongly recommend that clients, residents and families take the time to participate in interviews

and/or complete and return the surveys.

It is our hope that families will express their opinions frankly and we assure them that care will not be negatively impacted. Responses will be kept strictly confidential and the surveys will be returned directly to NRC-Picker. No personal information is received by Baycrest.

Questions about the survey can be directed to **Dr. Maria Huijbregts**, director, Clinical Performance and Accreditation at ext. 2677 or by e-mail at: mhuijbregts@baycrest.org.

Flu season is here!

The Baycrest flu clinic behind the diorama is now open!

This year, it's a regular flu season with one injection only. While flu shots are voluntary, it is strongly recommended that all health care workers get vaccinated. As always, health care workers are a priority for influenza vaccination. Drop by the clinic for your flu shot:

October 25 - October 29:
9:00 am to 4:00 pm

November 1 - 19:
1:00 to 4:00 pm



Speak out! Be heard! Make a difference!



The Baycrest Employee, Physician and Volunteer Engagement Surveys are coming November 15.

Your voice counts.

Sharing knowledge, expertise and skills across the world

Whether it's presenting at a conference across the country, teaching a course at a local academic facility or being featured in an international publication, Baycrest staff of all levels and disciplines are often asked to share their knowledge of society's aging population, geriatric medicine and other areas of expertise.

When our people are regarded as leaders in their field, it helps Baycrest earn the reputation as the go-to place for developing, validating and providing new solutions to the next generation of healthcare professionals.

One example is **Barbara Ochendoski**, administrative secretary to **Dr. Terumi Izukawa**, interim physician-in chief, Department of Medicine and executive medical director, Baycrest Hospital, Community and Ambulatory Programs. Barbara teaches Medical Terminology and Medical Office Administration at Humber College and was recognized recently for teaching 25 consecutive semesters.

"Barbara is an example of someone who quietly goes about her work here, sharing her expertise at Baycrest, and who also uses her considerable skills, knowledge and experience to contribute to the further education of others," says Dr. Izukawa.



Barbara Ochendoski, administrative secretary, is presented with an award by Humber College vice president Pam Hanft for teaching 25 consecutive semesters.

Some staff go a little further abroad - like **Dr. Tomas Paus**, co-director of the Toronto Trans-generational Brain and Body Centre at Baycrest, who recently taught a brief course on transcranial magnetic stimulation and gave an invited lecture entitled "Mapping the Human Brain: From tools to concepts" at the Faculty of Medicine, Khon Kaen University, Thailand.

Here are some other recent examples of staff sharing knowledge:

- **Nira Rittenberg**, occupational therapist was among the experts interviewed for a recent issue of Homes and Cottages magazine on the

topic of home renovations to support aging in place. Nira was also interviewed, along with registered dietician **Iris Weinberg**, by Canadian Press about food safety and older adults.

- **Dr. Michael Gordon**, medical program director, Palliative Care, recently presented Ethical Eldercare: Three Enduring Concerns for Families and Professional Care Providers at the Centre Taché and Foyer Valade and Ethical Issues in Geriatric Medicine at University College - University of Manitoba in Winnipeg, Manitoba.
- **Dr. Paul Katz**, vice president, Medical Services and chief of staff, was a guest speaker at the Second Annual Research and Innovation Summit in Toronto. Hosted by IBM in partnership with MITACS, the summit focused on innovation in healthcare and brought together leaders in healthcare, business, academia and government.
- **Dr. William Reichman**, president and CEO, **Linda Jackson**, executive director of Community and Ambulatory Programs and Baycrest researchers **Dr. Nicole Anderson** (KLARU) and **Dr. Kelly Murphy** (Psychology) were featured in a four-part series on dementia in the Globe and Mail in September.

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Summit helps to build education pillar

How do we enhance the student experience and Interprofessional Education (IPE)? How do we enrich continuing education and professional development? How do we build knowledge translation, scholarship and evaluation capacity? How do we create a centre for education and knowledge exchange in aging?

These topics were explored by over 80 internal leaders and key external education experts from the Toronto Academic Health Sciences Network (TAHSN), the University of Toronto, the Michner Institute and the community at Baycrest's Education Summit held on October 6 in the Fireside Lounge.

Input from the summit will help define the strategic plan for education at Baycrest and help to achieve our strategic goals related to education. The plan will be presented to the Executive Team in December 2010. [BM](#)

Did you know?

- Baycrest hosts almost 900 students, trainees, medical residents per year;
- We have partnerships with 24 universities and colleges locally, nationally and internationally;
- We have over 18 professional disciplines;
- 230 Baycrest staff hold academic appointments;
- We offer Interprofessional (IPE) student placements - an opportunity for students to learn about each others' roles and explore how they can collaborate on client interventions together.

Sharing knowledge... continued from page 4

• **Dr. Morris Freedman**, head, Division of Neurology and director, Sam and Ida Ross Memory Clinic and **Tim Patterson**, Telehealth coordinator, were featured in "The Language of Peace" in the University of Toronto's Faculty of Medicine magazine, which highlighted Baycrest's leadership in delivering monthly international behavioural neurology rounds to the Middle East via videoconference. Dr. Freedman was also recently appointed as Canadian Neurological Society delegate to the World Federation of Neurology (WFN)

and the co-chair of the WFN eLearning Task Force which focuses on international education.

• **Dr. Nasreen Khatri**, clinician-leader of the Mood and Disorders Clinic, will be part of a discussion panel after a film about caregiver stress as part of the Centre for Addiction and Mental Health's Rendezvous with Madness annual film festival in November. [BM](#)



Baycrest welcomes **Dr. Gary Naglie**, chief of medicine, on Monday, November 1. Dr. Naglie is a recognized expert in rehabilitation of the frail elderly, drug policy and evaluation. To learn more about Dr. Naglie, look for an engaging interview in an upcoming issue of Baycrest Matters.



Worth Repeating: Here is the latest edition of Bill's Journal

October 21, 2010

Dr. William E. Reichman, Baycrest president and CEO

You may have heard news reports over the next few days about the Ontario Auditor General's special report on the use of consultants in health care organizations. The media also referenced the Ontario Government's plans to enact new legislation that will prohibit the use by hospitals of government lobbyists in the future. The legislation will ensure hospitals are accountable and transparent when it comes to contract tendering practices and senior executive expenses.

While Baycrest was not among the 16 hospitals that were spot audited for the Auditor General's report, we take this report and the government's response very seriously.

Baycrest has not hired "lobbyists" to speak on our behalf to government; our Board members and I do this for our organization. However, we have in the past engaged consultants to advise us on government relations strategy and practice. We will be minimizing or eliminating this practice.

Let me also share with you what we've put in place to strengthen our contract tendering practices and our accountability around business-related expenses.

Last year we implemented new tendering processes to reflect the Ministry of Finance's 2009 *Supply Chain Guidelines*. This means that whenever we initiate a new contract with an outside supplier, it goes through an enhanced review and approval process.

In April 2010, we revised our Hospital Expense Policy to be in line with new Ontario Hospital Association (OHA) guidelines requiring a greater level of accountability and transparency. It has also been a consistent practice that my personal business expenses as our CEO are reviewed by the Management Resources and Compensation Committee of the Board. I directly review and approve these kinds of expenses for each of our Executive Team members.

In the near future we will be implementing other related enhanced practices. They include:

- Introducing standardized tools and templates for contract tendering based on the new Broader Public Sector Guidelines;
- Launching a new educational initiative for staff responsible for tendering contracts, so they understand our enhanced procurement policies; and,

- Posting senior executive personal business expenses on our website in accordance with the expanded Freedom of Information legislation that will now include hospitals.

As a healthcare organization in an environment of fiscal accountability, we've always endeavoured to operate efficiently and cost effectively. Going forward, we will ensure that we are 100% compliant with the new legislation and we will continue to scrutinize, monitor and enhance our policies where needed.

Bill

<http://intranet/ceo/>



Wellness Program
Live Well, Work Well, Be Well

Baycrest Employee Wellness Fair

Wednesday, November 17
and Thursday, November 18
Wortsman Hall
11:00 am to 3:00 pm

The Wellness Fair kicks off a multi-level health and wellness program to address the physical health, lifestyle factors, health services and psychological and spiritual wellbeing of our staff.

Drop by and learn how to enhance your health and wellness!



Where should we go for lunch?

The choice is yours on December 8.

Back by popular demand!

Aging, Innovation & the Mind
THE SPEAKER SERIES

Nutrition and Brain Function:

The relationship between your diet and your mind

Are you really what you eat? Find out about the different ways food can affect your brain and the impact your food choices may have on the way your brain ages. This talk could change the way you shop for groceries!

Wednesday, November 24, 2010 7:00 - 8:30 p.m.

Winter Garden ~ Baycrest ~ 3560 Bathurst Street, Toronto
Free admission and parking. Seating is limited.

For information please call 416.785.2500 ext. 6218



FEATURED SCIENTIST

Dr. Carol Greenwood
Senior Scientist,
Kunin-Lunenfeld Applied
Research Unit (KLARU)

Announcements

Congratulations to **Amy Rothwell**, on her appointment to the role of advanced practice leader - nurse with a focus in residential and aging in place. Amy has a masters degree in Nursing and has over eight years of experience working with the aging population as a clinical nurse specialist, director of care and since 2008, unit director of Apotex 6 at Baycrest. She has facilitated and led many quality improvement projects that have had a positive impact on patient care and safety.

Congratulations to **Penelope Villella** on her appointment to the position of unit director, Apotex 6. Penelope has been at Baycrest since August 2000 in various roles including: clinical nurse specialist, manager, unit director Apotex 3 and most recently as manager, Professional Practice Leader for Nursing.

Coffee Break hit the spot

Baycrest's annual Coffee Break helped to raise nearly \$400 for the Alzheimer Society by selling freshly brewed coffee, baked goods made by the Complex Continuing Care baking group and raffling off prizes donated by the Creative Arts Studio.

Winners of the raffle:

Joan Mortimer
hand dyed silk scarf
Charlene Chan
hand painted ceramic bowl
Syrelle Bernstein
hand painted ceramic bowl
Susanne Treichel
hand dyed silk scarf

Thank you to **Janet Vercillo**, manager, and the staff of Food and

Nutrition Services for keeping the coffee hot and plentiful. Thank you to all the volunteers who made the event a great success:

Keeley Gentles
Nasreen Khatri
Bev Silverman
Joan Mortimer
Eudice Rotfarb
Isobel Manzer
Merav Jacobson
Janis Sternhill
Mindy Halper
Mindy Goodman
Will Oud
Enza Celetti
Lucy Paolucci
Lesley Patterson
Dr. Bill Reichman
Susan Gillingham
Linda Jackson
Faith Malach
Melissa Turzanski
Dr. Alex Henri-Bhargava
Melissa Ziraldo

INTERPROFESSIONAL ROUNDS

Using Technology to Enhance Healthcare

Friday, November 5, 2010
10:30 am - 11:30am
Classrooms ABC, 2nd FLOOR, HOSPITAL

Presented by:
Andrew Pigou, MBA
Manager, Informatics
and
Altat Kassam, MBA
Acting Manager, Decision Support & Health Records

EDUCATIONAL GOALS & OBJECTIVES:

The overall goal of the presentation is to show interdependencies between clinical practice and healthcare technology. Attendees are expected to have an understanding of electronic health record systems such as Meditech and familiarity with concepts such as clinical documentation and clinical intelligence.

Attendees will learn examples of how various technologies have enhanced patient care and safety, as well as how eHealth concepts will continue to help improve the delivery of healthcare into the future.

Rounds will be archived online for future viewing
Go to: <http://intranet/BaycrestWork/IPRounds/>

"This event is an accredited group learning activity as defined by the Maintenance of Certification Program of the Royal College of Physicians and Surgeons of Canada"