

Baycrest Matters

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

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Mock tracer surveys prepare Baycrest for accreditation

Last week, Judy Evans, an Accreditation Canada surveyor with 10 years of experience, led nine Baycrest teams through a series of questions as part of staff preparations for the upcoming Accreditation Canada site visit from June 26 to 29, 2011.

On the clinical units, Ms. Evans traced a client's journey from admission to discharge. She asked the teams how they get to know their clients and their needs, make clients feel welcome, identify their goals and treatment plans

and what support they provide for successful discharge.

With Support Services teams, Ms. Evans helped staff examine the administrative and practical processes that contribute to the quality of services in areas such as emergency preparedness, infection control and medication management.

Scott Jansen, manager, Redevelopment and Emergency Management, was one of the participants in the mock tracer surveys. "This is a great method to

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Accreditation Canada Judy Evans, left, facilitates a mock tracer on Apotex 3 as unit director Claire Taasin-Lau and personal support worker Emma Aldes looks on.

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Mock tracer surveys...continued from page 1

evaluate our services; it involves the front line workers, who are able to provide the surveyors with a clear picture of what happens on a typical day at Baycrest," he says.

"The mock tracer activities demystify the tracer process for staff, increase their skills and knowledge and prepares them for the survey site visit next summer," explains **Dr. Maria Huijbregts**, director, Clinical Performance and Accreditation.

"These sessions also provide us with external feedback on areas of strength and successes as well as challenges, giving us the

opportunity to make improvements."

"The teams we have worked with to date are well prepared for the site visit. It is very important for all staff to be ready to discuss with the surveyors any potential challenges, and what actions are in place to address them," says Ms. Evans.

She also suggests, since it is easy to overlook our accomplishments, that each team prepare a list of successes to discuss with surveyors. In addition, Ms. Evans led a half-day workshop to train staff to conduct future mock tracers.

Over the coming months, additional mock tracers will be scheduled with clinical and service teams. An accreditation website will soon be available to provide information about accreditation, related activities, and ongoing preparations.

For more information on accreditation, please speak with your manager or call Dr. Maria Huijbregts, director, Clinical Performance and Accreditation, at ext. 2677. **BM**

What is a tracer?

A tracer is an assessment method that involves a variety of activities such as document review, observation of service delivery or client care activities, tours of the facility, and discussions with staff, clients, families, board members, partner organizations, and others as applicable.

Surveyors "trace" the path of a client (clinical tracer) or an administrative process (administrative tracer) to gather information about how the organization delivers care and service and manages its operations.

What will the surveyors ask me?

Any staff member in any area can be asked some of these questions by a surveyor:

- What do you do here?
- What is your role with the client or with the administrative process?
- How do you know you are doing a good job?
- What are some of your successes? What are you most proud of?
- What are some challenges? What are you doing to address these challenges?

It's okay if you don't know the answer, but be prepared to say "let me take you to someone who can answer this question."

Meet Anne Marie Shin

Anne Marie Shin, director of Nursing, joined Baycrest in June 2010 and has over 20 years of clinical and research experience. She is an instructor in the undergraduate nursing program at Humber/University of New Brunswick and a passionate supporter of scholarship at the point of care. Baycrest Matters recently interviewed Anne Marie. Here are some excerpts from the interview:

Why do you think the new position director of Nursing is important for Baycrest?

We have over 700 nursing staff at Baycrest including registered nurses, registered practical nurses and personal support workers. My mandate is to support scholarly nursing practice - using evidence-based practice to guide decisions made at the bedside - and to ensure nurses have the proper education and support systems they need to provide the best delivery of care including mentorship programs, effective leadership and ongoing communication.

What influenced your decision to join Baycrest?

With my past experience in cardiac rehabilitation, public health and acute care, I am familiar with the issues



Anne Marie Shin, director of Nursing.

surrounding the aging population. I was impressed with Baycrest's patient-focused vision, the integration of research and practice, and care across the continuum. Baycrest is an organization that strives for healthy aging. I want to help nurses to actively contribute to that goal at the care, research and education levels.

What do you think are Baycrest's strengths?

I really believe that the strength of Baycrest is its people. When I first arrived, I put on my scrubs to work along side our nurses on

the units. I found the care they provide across the campus is exemplary, and saw for myself their commitment to clients and their families. I continue to be inspired by our staff's commitment to enrich our patients and residents lives and am also inspired by Baycrest's vision to become a global leader in geriatric health.

What are some new initiatives which will impact nursing staff?

I want to ensure nurses are given the opportunity to use critical thinking skills and to realize their potential as care providers when delivering care. We are in the process of hiring seven advanced practice leader/nurses. In this role, they will provide the support, guidance and education to enable exemplary care.

We are putting together a Nursing Practice Committee to identify nursing issues and supporting innovative solutions. This committee will enhance communication between nurses and across the organization and will provide a standardized vehicle to plan for professional development opportunities. **BM**

Results from Engagement Survey lead to action on CCC units

When the results of the 2009 Engagement Survey revealed that staff in the Complex Continuing Care (CCC) Program, Baycrest Hospital, don't think they have enough time to do their jobs, program director **Mary Lou Ip** and her clinical leadership team knew it was necessary to address the workload issue affecting her team.

"While the CCC leadership group had already flagged some of the workload issues, the staff response to the survey and their feedback at subsequent team meetings helped facilitate their engagement in the process of addressing these important workload dimensions, giving us the opportunity to make improvements on the CCC units, which care for patients with complex care needs," says Mary Lou. "To increase job satisfaction, we reviewed aspects of the staff workload, and then worked on several initiatives to alleviate some of the barriers that were keeping staff from doing their jobs well and in a timely manner."

These initiatives include:

- The re-organization of supply rooms to ensure that the stock is well organized and more readily available to staff;

- A Discharge Planning Work Group with a focus on Alternative Level of Care (ALC) was struck to establish clear and consistent practices and processes around ALC and offer support to staff through the establishment of role definitions including program director and medical program director;
- Nursing Minimum Data Set (MDS) resource assessors / quality champions are given extra time, as approved by their clinical manager, when the unit has high patient turnover and their patient data needs to be collected;
- Bi-weekly, instead of weekly, scoring of Wildly Important Goals (WIGs) lead measures, which has freed up time for managers and staff.

In addition to these initiatives, Mary Lou and CCC leadership representatives have been working on a solution to address the nursing staff shortages on the evening shift. "We hope that the results from this year's survey will measure a positive impact of our actions and how we have improved, acknowledging that some of our initiatives are still in progress," she says.

Your participation in the Engagement Survey is critical as it can lead to significant impact at Baycrest. This is your chance to ***Speak out, be heard, make a difference*** before the survey wraps up on November 26.

Baycrest strives to be a workplace of choice where our staff can excel and achieve their personal best. Employee engagement is something we take very seriously. The results from past surveys and other engagement tools have led to tangible changes – like the renovated staff lunch room (which opened on November 11); a staff wellness program (launched last week with the Wellness Fair); and enhanced events like the Years of Service Awards luncheon and the upcoming Holiday Party.

Your involvement does not end once you have completed the survey. Early in 2011, your team will be invited to participate in feedback sessions to review the survey results and to continue to offer your ideas on how to make Baycrest a better place to work.

Flu shots are still available for Baycrest staff

Staff can receive their influenza vaccinations at Occupational Health and Safety, second floor, Baycrest Hospital.

This year, it's a regular flu season with one injection only. While flu shots are voluntary, it is strongly recommended that all healthcare workers get vaccinated.

How to complete the Engagement Survey

We encourage all staff with an e-mail address or access to the Baycrest Intranet to complete the electronic survey.

The survey will take **up to 25 minutes** to complete and a Thank You coupon for completing the survey is attached to the survey. You can choose a free coffee, tea or pen redeemable at the WA Café.

There are three ways to complete the survey anonymously and confidentially:

1. Online with an e-mail account

We encourage all staff with an e-mail address or access to the Baycrest Intranet to complete the electronic survey.

Click on the Metrics@Work link on the Baycrest Intranet and log-in code and completion details will be sent to your email. Follow the instructions to complete the survey and print out your Thank You coupon.

2. Online with a Log-in Access Sheet

No email access required. These sheets are random, confidential, and anonymous. There are a limited number of Log-In Access Sheets available on a first come, first served basis from one of the following locations:

- Outside the Cafeteria
- Outside the Employee
- Lunch Room
- Apotex Information Booth
- Terraces Communication Desk

3. Paper survey

Paper copies are at various locations throughout Baycrest.

When you complete your paper survey, please remove the Thank You coupon at the end of the survey to redeem your free coffee, tea or pen at the W.A. Café.

Drop your survey in one of the locked boxes in the following locations:

- Bathurst Street Entrance
- Security Booth
- Apotex Information Booth (Parking Lot Entrance)
- W.A. Café
- Cafeteria
- Khedive Communication Desk
- Terrace Communication Desk
- Staff Lunch Room on second floor of Posluns building
- Mail Room

You may also **mail** your survey using the **stamped self addressed** envelope.

We have two mailbox locations at Baycrest:

- Outside the doors at the Bathurst Street Entrance
- Outside the doors across from the Apotex elevators

For more information, please visit the intranet or call **Holly DeMarco**, Organizational Effectiveness at ext. 2362. **BM**

Streets of Toronto Baycrest Staff, Physician and Volunteer Holiday Party



Wednesday, December 8
12:00 to 3:00 p.m.
Posluns Auditorium
ID badge required for entry

Reflecting the diversity of Baycrest, the theme of this year's party is "Streets of Toronto." Bring your festive spirit and your appetite there will be five stations of delicious food featuring some of the city's popular cultures to satisfy every

taste. Our DJ will get the crowd moving with lively music and entertainment. Prizes and other surprises will make this the best Baycrest Holiday Party ever!

For evening and night staff, we will be bringing the party to you. You will have the opportunity to enjoy the meal which will be delivered to your unit that day during your shift.

The enhanced party is a result of feedback from the Staff Engagement Task Force and the enthusiasm and efforts of the Quality of Worklife Committee.

Please bring a non-perishable food item for the Toronto Food Bank drive.

What's the buzz around the Water Cooler?



The Water Cooler - a gathering space for cultural experiences, creative expression and learning about Baycrest initiatives - launches this week with an exciting tour and an exhibit by artist and Terraces resident Sima Levine.

Open to everyone, the Water Cooler is located on the main floor across from the WA Café and will be adapted to accommodate different displays and activities. It features an art gallery and an interactive communication space.

What will be the “buzz” at the Water Cooler? Visit the space often as there will always be something new. Programming is currently in development for the following events and displays:

- Art exhibits featuring artists in residence and traveling displays;
- Performance art, storytelling and poetry readings;
- Coffee chats with special guests;
- Brain Fitness Games;
- Staff in 3D;
- Cultural diversity displays.



Learn more about **Bev Vanhanen**, administrative coordinator, Terraces / Wagman Centre at the Staff in 3D display at the Water Cooler.

Would you like to be part of the Water Cooler? Sign up for our new Staff in 3D photo display!

A regular feature at the Water Cooler will be *Staff in 3D*, which showcases staff who have fascinating hobbies and interests outside of work. You may be surprised to see what your colleagues are up to outside Baycrest.

We not only do our jobs, but we are baseball and hockey

coaches, run farms and marathons, volunteer with community and global organizations, indulge in gourmet cooking and many other interesting activities.

Bev Vanhanen, administrative assistant, Terraces, is the first in this dynamic photo display

and a new staff member will be featured each month. If you would like to be photographed in a fun and lively way that shows who you are *outside of work*, please contact Baycrest Public Affairs: **Kelly Connelly** at ext. 2432 or **Joan Mortimer** at ext. 2952.

Over \$2 million raised for Baycrest's Centres for Innovations in Aging

Over 900 supporters turned out for Baycrest's *Dancing With Our Stars: Season 2*, at the Sheraton Centre's Grand Ballroom on November 4, which raised over \$2 million and surpassed last year's total.

Similar to the popular television show, amateur dancers and high-profile community leaders - surgeon Dr. Zane Cohen, Pemberton Group's Eliot Muzzo, philanthropist Honey Sherman, Spin Master CEO Anton Rabie, and gourmet chef Linda Waks - were paired up with professional dance coaches and learned a dance routine. The dancers were also required to raise funds by soliciting family, friends and business associates.

Comedian Howie Mandel was the event's emcee and Bruno Tonioli, from *Dancing With The Stars*, was one of three celebrity judges. Honey Sherman was crowned this year's Dancing Star (the winner), based on fundraising, judges' scores, and audience votes.

Two years ago, Baycrest Foundation decided it was time to breathe new life into their traditional annual gala. Baycrest Foundation president **Mark Gryfe** proposed that they do their own version of *Dancing With The Stars* with a focus on fundraising. The inaugural event was held in 2009 and



Ed Sonshine, (right) CEO of Evening Sponsor RioCan, with Baycrest's newly crowned Dancing Star Honey "Hip Hop" Sherman and dance partner Mikhail Zaslavskiy.

raised \$1.2 million for care and research for Alzheimer's and related disorders.

"We've completely traded in the traditional gala for this unique fundraising event," said Mark. "Season 2 introduced Baycrest to a new cohort of supporters and it helped to get our message out about our many ground-breaking research and care initiatives."

Baycrest Foundation thanks *Dancing With Our Stars* sponsor RioCan, the many staff who volunteered at the event and all of its supporters.

To see event photos and videos of the dancers' performances, go to www.baycrestdancingwithourstars.com

Community Day Centre Holiday Craft Sale & Raffle

Tuesday, November 30,
10:00 am - 3:00 pm
Outside the Cafeteria

- Handmade Knitwear
- Ceramic Giftware
- Beaded Jewelry
- Other Handicrafts

Announcements

Appointments:

Baycrest welcomes **Fay Lim-Lambie**, director of health disciplines. Fay has a master's degree in social work and has over 10 years of professional practice, quality improvement and evidence based practice in the hospital and government sectors. Her recent positions include professional practice leader at St. Michael's Hospital and director, Professional Practice and Education at St. John's Rehabilitation Hospital. Fay will join Baycrest on December 6. She will be located in the Brain Health Complex, Nursing Administration.

Congratulations to **Andrea Bronstein**, registered dietician, who has accepted the position of manager, Food and Nutrition Services. Andrea was manager of Special Projects at Baycrest for the past ten years. Some of her accomplishments include leading the transition of the servers into the new Apotex in 2000, and the ongoing staff recruitment, training and development for the department.

Advanced Practice Leader-Nurse

Zelalem Lome, Complex Continuing Care. Zelalem has a master's degree in Health Administration and has over 10 years experience as nurse educator and manager in acute and geriatric long term care settings. Zelalem has worked at Baycrest as the clinical educator for the Registered Nurse Resource Team (RNRT) since 2009. Zelalem began this new role on Tuesday, November 16.

Catherine Newman, Mental Health, Memory and Cognition. Catherine has over 15 years of experience working with the geriatric population in various settings with a focus on mental health. Catherine was most recently at Humber River Regional Hospital as an advanced practice nurse in the development of a Geriatric Outreach/Consultation Team. She is

also a sessional instructor and course developer at George Brown College where she developed a pharmacology course suitable for regulated and unregulated care providers. Cathy joins Baycrest on Monday, November 22 and will be located in room 38B, 4 West, Baycrest Hospital.

Lilibeth Jones-Lim, Rehabilitation. Lilibeth was most recently at St. Michael's Hospital in the Cardiovascular Intensive Care Unit, managing the care of critically ill adults requiring complex assessments and interventions. Lilibeth has been involved with research at St. Michael's Hospital and as a coordinator of the Research Ethics Board at The Hospital for Sick Children. She is also a sessional instructor at Ryerson University. Lilibeth joins Baycrest on November 29 and will be located on the 7th floor, Baycrest Hospital.

Changes to the Research Ethics Office

Roshan Guna, research ethics coordinator, is the main contact for research ethics application submissions, requests for amendments, annual reports and other matters. Roshan's office is located in Room 820, Brain Health Complex, and he can be reached at ext. 2440 or rguna@rotman-baycrest.on.ca.

Ashley Kim, administrative secretary, will provide administrative support for the Research Ethics Office. Ashley's office is located in Room 840, Brain Health Complex, and she can be reached at ext. 3550 or ashleykim@rotman-baycrest.on.ca.

Please feel free to contact either Roshan or Ashley for all research ethics inquiries.

Office move

The Ombudsperson office has moved. **Mary Ward**, Baycrest's ombudsperson, and **Faith Makris**, administrative assistant, are now located in the Physiotherapy Department, main floor, Baycrest Hospital in Room IR26. To contact the office, please call 416-785-2500 ext. 2919 or e-mail ombudsperson@baycrest.org. For more information on the ombudsperson role please visit the website at www.baycrest.org/ombudsperson

Condolences

Our condolences to **Janet Nichol**, registered nurse, 6 East, Baycrest Hospital, on the passing of her sister Jacqueline Walker. Our thoughts are with you and your family at this difficult time.

Fran Deutsch

It is with great sadness that we inform you of the passing of our retired colleague **Fran Deutsch** on Thursday, November 18.

Fran was a dedicated and loyal staff member of the Finance team (Patients Accounts) for 24 years. She retired from Baycrest in May 2009.

Our thoughts are with Fran's family at this difficult time. If you would like to express your condolences to the family, cards can be dropped off to **Cynthia Handler**, Finance Department, second floor, Baycrest Hospital.