

Baycrest Matters

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

MARCH 23, 2011 – VOL. 7, NO. 6

IN THIS ISSUE

Accreditation:
Community
psychiatry team
enhances client
safety 2

Nurses receive
Lichtblau
excellence
awards 3

Worth repeating:
Bill's Journal 4

Baycrest
participates in the
world Alzheimer's
conference 10

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Baycrest is fully
affiliated with the
University of Toronto.

Results from engagement survey help shape our future

The results from the 2010 Employee Engagement Survey are in. The survey results provide us with a good overview on what we are doing well and what we need to improve.

“I want to thank everyone who took the time to complete the survey. Your honest feedback is incredibly valuable in helping us achieve our goal of being a workplace of choice,” says Joni Kent, vice-president, Human Resources and Organizational Effectiveness. “An organization is only as strong as its people, and so Baycrest is committed to creating an environment where people can achieve their personal best.”

The results tell us that all your hard work in achieving last year's Wildly Important Goal of increasing employee engagement is paying off; 71.2 per cent said of you

who responded you would recommend Baycrest as a preferred place to work. Our grand average, the average of all the survey question results, remains similar to last year's result at 67.7 per cent.

Baycrest fares better than most health-care organizations

In a comparator group of up to 44 Ontario hospitals, Baycrest set higher scores on 11 of 19 scales, the top five of which are:

- Team recognition and reward
- Job performance feedback
- Organizational communication
- Employee involvement in decision making
- Personal recognition and reward

Compared to other long-term care facilities, Baycrest set higher scores in 12 of 20 scales, setting the highest in:

- Communication in the work area
- Quality of care improvement
- Team recognition and reward
- Organizational communication
- Employee involvement in decision making
- Job performance feedback



...continued on page 6

Baycrest

Enriching Care
Enhancing Knowledge
Enlightening Minds

Baycrest Matters is published every second Wednesday by the Public Affairs Department. Send your feedback or submissions to baycrestmatters@baycrest.org or call 416-785-2500 ext. 2952. All submissions will be edited for style, grammar, structure and length. The deadline for submissions is the Thursday prior to the publication date.

Accreditation Canada leading practices

Community psychiatry team enhances client safety



There is tremendous work going on at Baycrest and one way we can celebrate our achievements is by shining the spotlight on all our great practices. Accreditation Canada defines a leading practice as a “noteworthy practice carried out by a health service organization, demonstrates innovation and creativity, and has a positive impact on services or outcomes for clients and families.” All teams are encouraged to submit a leading practice. This issue’s featured leading practice is the Geriatric Psychiatry Community Services’ Suicide Risk Assessment Pathway Tool, a tool that also furthers the required organizational practice (ROP) of assessing and monitoring clients for risk of suicide.

Developed in fall 2010, the tool outlines and reviews the assessment process for suicide risk. “Although suicide is intuitively part of clinical practice in mental health, there has been no actual written tool or guide that professionals can quickly refer to,” says Arlene Consky, social worker, Geriatric Psychiatry Community Services. “Our team developed this tool to help clinicians provide the best service to clients who may be at risk of suicide.”

The Suicide Risk Assessment Pathway Tool is a visual guide, supplemented by crisis response numbers and case examples, making it easy to use and follow when decision-making needs to be quick, responsive and immediate. The tool was developed specifically for the community psychiatry team, but it can be adapted to be used in other programs dealing with mental health issues. The tool has also been used for educational purposes to other staff and students in the organization.

For more information about the Suicide Risk Assessment Pathway Tool, contact Geriatric Psychiatry Community Services at ext. 2730. For information about Accreditation or this ROP, visit the Accreditation section of the intranet or send an email to accreditation@baycrest.org.

We want to hear how your program is helping to improve the care and services we provide! Discuss your leading practice idea with your Accreditation team lead.

Freedman appointed chair of CNSF



Dr. Morris Freedman, head, Division of Neurology and director, Sam and Ida Ross Memory Clinic, has been appointed chair of the newly formed Canadian Neurological Sciences Federation (CNSF) International Development Committee.

The CNSF is the national umbrella organization comprised of the Canadian Neurological Society, the Canadian Association of Child Neurology, the Canadian Neurosurgical Society, and the Canadian Society of Clinical Neurophysiologists.

Nurses receive Lichtblau excellence awards

Congratulations to the recipients of the 2010 Fela and Saul Lichtblau Excellence in Caring and Leadership Award:

- Brenda Le, RN, Psychiatry, 4 East (second from left)
- Joan Cai, RN, Complex Continuing Care, 5 East (second from right)
- Sandra Brissett, RN, Complex Continuing Care, 6 East (third from left)
- Agnes Dzialo, RN, Day Treatment Centre (back row, third from right)

The nurses were recognized for providing high quality care to clients and their potential for greater professional achievement through continuing education. The award may be used to obtain a baccalaureate in Nursing, Canadian Nurses Association (CNA) credentialing in a gerontological specialty, formal leadership development and/or maintenance of CNA certification and clinical expertise.



▲ The award recipients with members of the Lichtblau family: Mark (left), Fela (centre) and Rena (right).

Visiting Professor Lecture Series

For staff, students and health care professionals only.



You are invited to attend the next visiting professor lecture on in Classroom ABC, second floor, hospital, from 1 to 2:15 p.m.

March 30:

Why behavioural and psychological symptoms of dementia are important and what can we do about them?

Professor Henry Brodaty, Scientia Professor of Ageing and Mental Health and director of Dementia Collaborative Research Centre, University of New South Wales, Sydney

March 31:

Mobility and Aging

Dr. Stephanie Studenski, director of Research, Division of Geriatric Medicine; program director, Pittsburgh Pepper Center; director, AOC in Geriatric Medicine

For more information, contact Rhona Porter, Centre for Education & Knowledge Exchange in Aging, at ext. 2892.



Worth Repeating
Here is the latest edition of Bill’s Journal

*Dr. William Reichman,
 Baycrest president and CEO*

I want to begin this message just as I did the recent Staff Forum, by thanking you for the tremendous quality and quantity of work being done by each of you every single day. The reason we have so many achievements to celebrate is because of your dedicated efforts and commitment to our clients and the support you offer your colleagues– it’s what makes this place so special.

Your efforts are the reason we were one of only two health-care organizations across Canada to be honoured with the Neurological Health Charities Canada Change Maker Award for leadership in brain health. You can also be proud that we’ve gone from 8.5 per cent compliance with the 35 ROPs of Accreditation to 74.3 per cent in just a few short months, and that we are making great progress in implementing the Next Generation of Baycrest.

Here are some of the very important highlights we should take time to celebrate:

- The Next Generation structure which includes Baycrest Health Sciences, the Innovation Engine and Baycrest Global Solutions will be in place as of April 1.
- In the clinical and residential structure, leaders have been designing key quality indicators that will be used for driving quality initiatives and best practices in all clinical programs. Leaders are also developing a “shared governance” approach that includes a planning team for every program that engages leaders and staff at all levels within the program.
- In Research, KLAERU’s new evaluation role is well underway, helping to support clinicians and researchers in developing and testing ideas that may change clinical practice or service delivery or produce a new intervention.

- In Education, we have developed a well-articulated strategy. As part of that, we are bringing to Baycrest some of the brightest minds in health care for our new Visiting Professor Lecture series that is increasingly being broadcast across the world. In May, we will launch a “mini-med school” under the theme Insights into Aging, to help to educate consumers.
- Our Innovation Engine is also moving forward – we’re reaching out to the Massachusetts Institute of Technology AgeLab, Rotman’s Design Works and others to explore best practices in design labs and partnerships.
- In terms of commercial opportunities, we continue to work with CISCO Systems and are collaborating with Microsoft to create an international workflow portal that will allow health-care professionals around the world to share documents. We are also exploring an exciting opportunity with a Beijing-based health-care developer to help establish a geriatric hospital in China.

What is important to understand is that the main purpose of our involvement in the development of a geriatric hospital in China as well as other emerging business ventures is to help generate significantly more funding to support our efforts to provide the best care to our clients and to the local community.

A lot of great work from across the organization has gone into achieving our two Wildly Important Goals of increasing employee engagement and client satisfaction.

High-level results from our Employee and Volunteer Engagement surveys and our Client Satisfaction Survey confirm that we’re moving in the right

direction. Just over 71 per cent of those of you who responded say you would recommend Baycrest as a preferred place to work, and 87.8 per cent of our volunteer respondents say they would recommend Baycrest as a place to volunteer.

I want to thank you for your participation in the engagement survey. Your honest feedback is invaluable in shaping our quality improvement processes. The information you provide through surveys and your participation in collaborative action planning are essential to moving us towards achieving our vision of becoming the global leader in providing innovative and effective solutions to the challenges of aging.

I urge you to attend any scheduled meetings with your manager to discuss your team's specific employee engagement survey results and to participate in the action planning process. I am heartened that 65.2 per cent of you, a significant gain of 5.6 per cent from last year, believe that we are acting on last year's survey results. Let's continue this

trend by supporting each other and remembering to recognize peers by nominating them for monthly and annual awards.

We also know that your hard work is having a positive impact on our clients and their families. We achieved a satisfaction rate of over 82 per cent from our Complex Continuing Care patients and families and from the residents and families of the Apotex and Terraces. Compared to other organizations, our satisfaction results are strong, but there will always be room for improvement in certain areas of the campus.

Thanks again to those of you who were able to attend our most recent staff forum. I am always open to suggestions and comments about how things are going and would welcome your emails or other means of providing me feedback.

Best wishes,

Bill

<http://intranet/ceo/>

Next Generation of Baycrest

Your chance to find out more about the Innovation Engine

Learn more about the Innovation Engine, comprised of the Innovation Technology and Design Lab, KLAERU and Centre for Brain Fitness, at one of the Next Generation of Baycrest Information Series sessions. You will have the opportunity to find out more about the key components of our new structure, engage in discussion, ask questions and get updates on implementation.

- April 1, 10 to 10:30 a.m., 6 West Dining Room
- April 5, 11 to 11:30 a.m., Apotex 3 Recreation Room

Presenters: Bianca Stern, director, Innovation, Arts and Design; Lisa Goos, director, Research Policy and Planning; and Michael Waterston, program manager, Centre for Brain Fitness.



Results from engagement survey help shape our future

...continued from front page

How your feedback improved our work environment

Your participation in the employee engagement surveys informs our future direction and helps to make our organization even better. According to the survey results, the majority of you, 65.2 per cent, believe that people at Baycrest acted on the last survey results, which is a significant gain of 5.6 per cent from the previous year.

In fact, here are some Employee Engagement Task Force recommendations that were implemented this year in response to your feedback from last year’s survey:

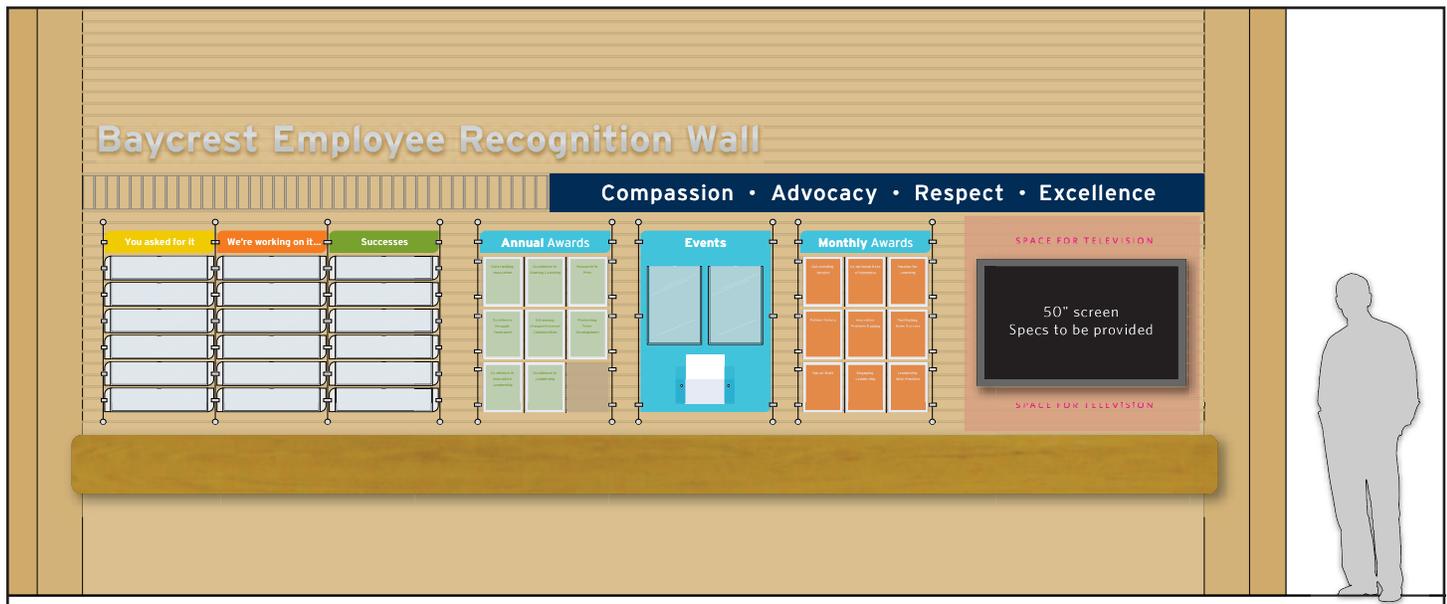
- Employee recognition wall
- Enhanced holiday party
- Enhanced recognition and rewards program
- Employee discount program
- Wellness Program
- Staff Lunch Room

Summary of results

Our strengths include:

- Volunteers are an integral part of Baycrest’s culture.
- I am clear about what is expected of me to do my job.
- My work environment is safe.
- I am satisfied with my supervisor
- Satisfied with my job.

“We’ve undergone some change in the last little while, but we’ve made great strides and I want to thank everyone for their dedication and input, which has driven these initiatives forward,” says Dr. Bill Reichman, president and CEO. “A lot of great work has been done and I’m heartened to see that everyone shares the desire to achieve great results in making Baycrest a workplace of choice.”



▲ Designer’s rendering of employee recognition wall being installed this year based on feedback from last year’s engagement survey.

Areas for improvement include:

- I have enough time to do my job adequately.
- I am satisfied with the way individual work is recognized and rewarded at Baycrest.
- I am satisfied with my involvement in decision-making processes at Baycrest.
- Baycrest recognizes and rewards groups/teams that work well together.

The Leadership Steering Committee, Executive Team and Workplace of Choice Steering Committee are already working to address these areas for improvement. “Baycrest is deeply committed to working and taking action on the things that are important to our staff – making a difference,” says Kent.

Get involved

The corporate results were shared at the March 22 staff forum, and staff will now have the opportunity to review and discuss divisional and individual team results with their supervisors and make recommendations. “This is a time to celebrate achievements, look critically at where and how we can improve and work together to make it happen,” says Kent. “We need your ideas and contributions because every one of us at Baycrest plays an essential part in helping us to achieve our two goals of being a workplace of choice and providing excellent client care in a world-class organization.”

To learn more about the survey results, visit the intranet or speak with your manager or director.

Baycrest volunteer-place of choice

The 2010 Volunteer Engagement Survey, completed in fall 2010, shows that Baycrest is a workplace of choice for our volunteers - 87.8 per cent of respondents said they'd recommend Baycrest as a place to volunteer. Our grand average, which is the overall average of all the scales, is 81.8 per cent. We also received a score of 75 or higher in 20 of the 23 areas, which means that the majority of volunteers agreed or strongly agreed with the question or statement posed.

We scored top marks in:

- Providing a safe work environment, 89.4 per cent
- Being a volunteer place of choice, 87.8 per cent would recommend
- Job clarity, 87 per cent
- Job satisfaction, 86.6 per cent
- Providing adequate time to do work, 86.4 per cent

Volunteers would like us to improve in the following areas:

- Job performance feedback
- Team recognition and reward
- Quality of care

“Thanks to all the volunteers who completed this year's survey. The more volunteers who complete the survey, the more accurate the results, which allows us to better identify priorities for improvements,” says Syrelle Bernstein, director, Volunteer Services.

“The results of our survey showed that the newly retired volunteer who comes to Baycrest wants to be part of a learning organization in addition to transferring their knowledge when engaging in their volunteer roles. On the other end of the spectrum, our young volunteers want to learn as much as they can in their volunteer work.”

2010 Residential Client and Family Satisfaction

Over 80 per cent of clients and families are happy with our care and services

Residents and families of complex continuing care units, Apotex and the Terraces of Baycrest shared their thoughts with us through the October 2010 Client Satisfaction Survey and the results are now in.

Since 2006, there has been consistent improvement in client response rates, overall patient and resident satisfaction with care and services, and the percentage of clients recommending Baycrest. “I am very pleased with the response rates to the surveys and the overall results are quite positive,” says Karima Velji, vice-president, Clinical and Residential Programs and chief nursing executive.

Over the years, Baycrest clients have expressed their ongoing satisfaction with the care and services we provide. “Thanks to our staff’s efforts and dedication, we achieved a satisfaction rate this year of more than 82 per cent for our complex continuing care, Apotex and Terraces of Baycrest clients and their families,” says Dr. Paul Katz, vice-president, Medical Services and chief of staff. For hospital and Apotex residents, this was higher than their peer average.

Areas of strength

Complex continuing care and Apotex residents said we’re strong in:

- Respecting residents’ personal and physical privacy; they are treated in a respectful manner and staff call them by name.
- Providing medical help, treatment or medication, or therapy, if needed; or providing help if a resident is in pain or uncomfortable.
- Providing residents with a clean and tidy living environment and keeping their personal belongings safe.

Terraces residents also felt that they were treated respectfully, that they were given as much independence as possible, and that staff are caring and knowledgeable.

Families of residents were pleased that:

- Their family member’s needs are well taken care of.
- They feel welcome on the unit; the staff are polite and courteous to them; and that staff appreciate their help.

Areas for improvement

Residents in complex continuing care, Apotex and Terraces identified the following as areas in which we could improve:

- More food choices and tastier meals.
- More entertainment options as well as activities that exercise their mind.

Families would like to see improvements in:

- More staff to see to residents’ needs; for our facility to keep better track of personal belongings; and a better way to deal with concerns or complaints.
- More activities and entertainment options.
- Assistance with eating.

“Of course, there is always room for improvement and enhancing client satisfaction is a key goal for us,” says Velji. “We will be inviting clients and families to participate in focus groups, so we can better understand the specifics behind each of these areas for improvement and then create action plans to address them. We are committed to hearing the voices of those that we serve and to ensure we put appropriate plans in place to address the concerns they raise.”

The satisfaction survey results will be shared with

clients and families in greater detail through the Resident/Patient Advisory Council and the family advisory councils of the Apotex and hospital, and clinical leaders will be sharing the results with their teams.

Share your thoughts with us

We welcome your feedback at any time! In addition to the focus groups and annual satisfaction survey, be sure to continue sharing your thoughts with us via

the Speak Your Mind boxes found across the campus. Clients who have been discharged from short stay units and in ambulatory care programs are invited to return to us the satisfaction survey they will receive in the mail. “Your comments, ideas and suggestions will help us to achieve our goal of providing excellent client care in a world-class organization,” says Velji.

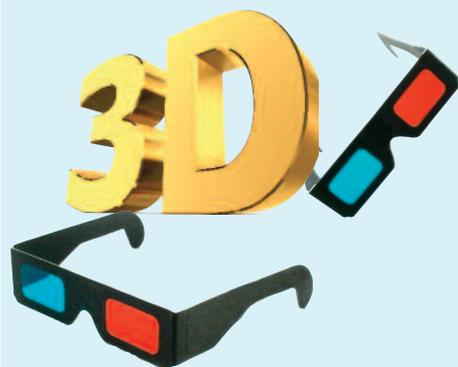
Terraces dining room re-modelled

Terraces resident Elisabeth Michnick (second from right) cuts the ribbon at a ceremony on March 10 to celebrate the re-modelling of the Terraces dining room and unveiling for residents.

As part of plans to improve the overall dining experience for our residents, the remodelling took several months of planning, but was completed in only four days, so there was minimal disruption for residents. The remodelling included a fresh coat of paint and new carpeting, drapery and tables and chairs.



▲ From left to right: Terraces resident Bernard Rubin; Sharon Bizouati, manager, Hospitality Services and Terrace Food and Nutrition Services; Dr. Bill Reichman, president and CEO; Michnick; and Laurie Harrison, vice-president, Corporate Services and chief financial officer.



Staff in 3D is a dynamic photo display showcasing the various and fascinating hobbies and interests of our staff. That's you! So, come on, let us know about that marathon you've been training for, that awesome organization you've been volunteering at, or the

gourmet cooking lessons you've been taking. Whatever your interest or specialty outside of work, help us get to know you better by sharing your story. Contact Kelly Connelly in Public Affairs at ext. 2432.

Purim festivities

Baycrest paints faces, reads Megillah, distributes gift bags

Purim is Judaism’s most dramatic, fun-filled holiday. It commemorates a major victory over oppression, and is a day of joyous feasting and celebration, sending treats and giving gifts to the poor. Though synagogues are mostly seen as solemn places, the atmosphere changes as both young and old dress up in costumes to come and hear the reading of the Megillah, the biblical scroll of Esther.



At Baycrest, we celebrated with:

- a Purim Carnival for families and residents on Sunday, March 13, where we had face painting, a clown and cotton candy machine in addition to our concert.
- on-floor Purim parties put on by Therapeutic Recreation staff in the Apotex and hospital, and in the Day Centre for Seniors.
- Megillah readings on the night of March 19 and morning of March 20 in the main centre and the Terraces.
- a Purim shpiel (play), performed for the clients in the Day Centre for Seniors and also on March 20 at the Terraces by the Voices of the Terraces actors.
- Local Jewish day and high schools visits, sharing Purim songs and bringing Purim gift bags for our residents.

◀ Yankle Gladstone (front) makes merry with music and in costume at Purim festivities at the Terraces of Baycrest on Sunday, March 20 along with his fellow residents.

Baycrest Global Solutions, Inc.

Volunteers needed to participate in introduction to cognitive training program

Come and see how Cogniciti, a company founded by Baycrest and MaRS to develop and market brain fitness products, is translating Baycrest science into practical applications that you can use on the job. Curious volunteers are needed to attend a one-hour workshop on Tuesday, March 29, from noon to 1 pm. in Wortsman Hall.

You will learn more about Cogniciti and practice useful memory techniques in an interactive and engaging environment. The workshop is open to Baycrest employees and volunteers.

For more information, contact Diana Smith, Cognitive and Behavioural Health Program, at ext. 6228. Sign up for your free registration at www.eventbrite.com/event/1469085073

Baycrest participates in world Alzheimer’s conference

Baycrest is proud to be participating in the 26th International Conference of Alzheimer’s Disease International, from March 26 to 29 in Toronto. The Alzheimer’s Disease International (ADI) is the international federation of 73 national Alzheimer associations around the world. The conference brings together professionals in dementia care, medical professionals, researchers, family caregivers, people living with dementia, and national Alzheimer associations.

In addition to an oral presentation by Nicole Anderson, senior scientist, KLAERU, and several poster presentations at the conference, here are other ways we are participating:

March 24, 1 to 2 p.m., Wortsman Hall, Baycrest
The myth of Alzheimer’s: what you aren’t being told about today’s most dreaded diagnosis
 Dr. Peter J. Whitehouse, professor of Neurology at Case Western Reserve University and visiting Rotman Research Institute scientist, will be discussing his book. If you are interested in attending this lecture, please register by calling Lois Kamenitz at ext. 3374 or via lkamenitz@baycrest.org.

March 28, 11 to 11:30 a.m., Sheraton Centre
Lifestyle and Alzheimer’s disease prevention
 Carol Greenwood, interim director, Kunin-Lunenfeld Applied and Evaluative Research Unit, will be speaking to nutrition, diabetes and dementia prevention as part of a plenary session.

March 29, 1 to 2 p.m., Loftus Hall, Baycrest
 Join us for a special lecture on:
Dementia from the Inside Out
 Retired psychologist Richard Taylor was diagnosed with Alzheimer’s-type dementia in 2001 at the age of 58. Now 65, he is a champion for individuals with early-stage and early-onset Alzheimer’s, and author of the book, *Alzheimer’s from the Inside Out*.

March 29, 2:15 to 3:30 p.m., Water Cooler and museum side gallery, Baycrest
Celebrating Life: a photography exhibit
 Sociologist Cathy Greenblat’s photo exhibit, Celebrating Life, challenges the dominant “empty shell” image of Alzheimer patients. The exhibit includes uplifting photographs with inspirational text by international care partners, researchers, medical experts, social care providers, activists and people with dementia themselves. Greenblat will do a walk-through of her photographs and reflect on her experiences with seniors and caregivers.

The exhibit will also be part of the Scotiabank Contact Photography festival, from May 1 to 31. Visit www.scotiabankcontactphoto.com after April 1 for more information.

Have you registered for conference on emotions-related disorders?



Hurry and register for your chance to hear the world’s top experts share recent advances in the fields of psychiatry, neurology, psychology and cognitive neuroscience.

You’ll learn about the application of these findings to the diagnosis and management of mood-related disorders, during this inaugural combined conference of the Rotman Research Institute (RRI) and the Kunin-Lunenfeld Applied Research Unit (KLARU) from March 27 to 29, 2011.

Contact Paula Ferreira, conference co-ordinator, at ext. 2363 to register. For more information on the conference and educational credits visit www.rotman-baycrest.on.ca/conference.

Staffing announcements

Marianne Saragosa joined Baycrest on March 21 as an advanced practice leader-nurse with a focus in the Mental Health Program. She will be reporting to the director of Nursing. Saragosa comes to us from the Geriatric Mental Health Program at St. Michael’s Hospital. Other experience includes the Geriatric Psychiatry Inpatient Program at North York General Hospital, the Mental Health Outreach Team at St. Michael’s Hospital, and the Emergency Services Department at the Centre for Addiction and Mental Health.

Welcome to **Lisa Marcovici**, new unit director of Apotex 2, as of April 4. She was previously director of Care at a 160-bed long-term care home, which gave her an opportunity to work closely with interdisciplinary teams and provide care to clients. Marcovici’s office will be located on Apotex 2 beside the Communication desk.

Steve Carlson will be joining the Day Centre for Seniors in York Region as recreation therapist starting in early April. Carlson has been at

Baycrest since 1996, and has been working most recently as the recreationist on 3 East and 3 West.

Dr. Marcia Sokolowski has been appointed co-director, Clinical Ethics. Sokolowski has been with Baycrest for nearly 10 years, starting as a volunteer, then as an Ethics fellow and a clinical ethicist. The Ethics department is located on the 2nd floor of the hospital, Room 2M05 and Sokolowski can be reached at ext. 3356.

Brian Mackie has accepted the role of deputy chief financial officer on a permanent basis. He has been in the role on an interim basis since February 14. Mackie is a chartered accountant and was previously vice-president, Finance and Support Services at Toronto Grace Health Centre.

Farewell to **Zeeniya Cassim** who has resigned from her role as manager, Financial Accounting. Cassim joined the Finance team at Baycrest in 2001 and has worked as senior financial analyst and most recently as manager, Accounting. Her last day will be April 15, after which she will be moving on to Rouge Valley Health System.

Passover food drive

Passover begins on the sunset of April 18 and continues to April 26. Kosher for Passover food can be expensive and an impossible cost for many Passover Food Drive recipients, including individuals living in poverty, new immigrants in need and the disabled.

From March 25 to April 7, the National Council of Jewish Women will be setting up a collection box outside the cafeteria. Your donations will help provide many of the essential items of Passover to those in need.

Items most needed:

- matzos, matzo meal
- gefilte fish, tuna fish
- tea, grape juice
- canned fruit, apple sauce
- jam
- canned vegetables
- boxed soup
- Passover crackers, macaroons, cookies



Please ensure that all donated items are marked “Kosher for Passover 2011.” For more information, contact Gaynor Leigh at ext. 2942.