You’ve participated, been heard and are making a difference – a positive difference that is driving Baycrest forward on our journey to becoming a workplace of choice. The results of the 2011 Employee Engagement Survey are in and our grand average, the result of averaging all employee engagement areas, is 70.2 per cent, an improvement of 2.5 per cent from 2010’s 67.7 per cent.

“The overall improvement from last year is a great sign and indicates that the planning and hard work of our staff has had a positive effect on engagement,” says Dr. William E. Reichman, president and CEO. “Employee engagement illustrates the commitment and energy that employees bring to work and is a key indicator of their involvement and dedication to the organization.

All full-time, part-time and casual employees, physicians and volunteers were invited to complete the 2011 engagement survey in November 2011. Across Baycrest, 893 employees completed the 2011 engagement survey, an increase from 2010 when 880 staff participated. This represents a participation rate of 53 per cent.

Joni Kent, vice-president, Human Resources and Organizational Effectiveness, adds, “We know employees who are engaged are more satisfied with their jobs, more productive and more likely to stay with an organization. We want to make sure our staff are engaged because it is a critical factor in Baycrest becoming a workplace of choice.”

2011 Annual Recognition Awards Ceremony

Baycrest celebrated our 2011 annual award winners at a ceremony on February 21 to a packed audience in Wortsman Hall. In attendance were Anna and Frank Schipper (above) who, along with Baycrest, co-sponsor the Recognition and Rewards program through their endowment fund.

See pages 6 and 7 for more photos from the ceremony and the full list of award winners
While most health-care organizations these days are going high tech, for example, with electronic health records and forms, there are still quite a few health-care providers who are sticking with the old-fashioned pen and paper. “For some specialists, such as neurologists and nephrologists, the available technology simply doesn’t support or meet their unique needs,” says Brian Gordon, entrepreneur-in-residence, Centre for Brain Fitness.

For health-care providers treating patients who’ve suffered a stroke or those with dementia, multiple sclerosis or traumatic brain injuries, this is where INCAS comes in. Short for “integrative neurocognitive assessment system,” it is an innovative testing and analysis tool that brings together multiple cognitive function tests into a small, single, easy-to-use computer tablet. “Clinicians will be able to easily assess memory, processing and reasoning in patients with one device,” says Gordon.

Currently being developed by Baycrest scientists in collaboration with Sunnybrook, INCAS will integrate multiple tests into one computer-based tool. This capability will enable clinicians to diagnose earlier and more accurately brain diseases associated with aging, facilitating earlier interventions.

The project is in the development phase, with testing of the first forms to begin in the spring. “We’re beginning to create electronic versions of forms used for cognitive tests so that physicians can begin testing the digital versions. We’re still in early days, but hope to make INCAS available to other health-care organizations within the next year,” says Gordon.

Regardless of the types of conditions health-care providers treat or diagnose, INCAS can be a valuable tool for any clinic or health organization. It will help to simplify cognitive testing, provide trending analysis over time through computerized reports and results, and integrate different tests into one, easy-to-use device.

“INCAS is an innovative product with the potential to have wide-reaching applications and commercialization opportunities throughout the medical community,” says Brian Gordon, entrepreneur-in-residence with Baycrest’s Centre for Brain Fitness.
Developing the next generation of long-term care providers

Being selected as a Centre of Learning, Research and Innovation in Long-Term Care comes with hefty responsibilities – Baycrest will develop and support the current and next generations of skilled health-care professionals in seniors’ care and drive new discoveries for enhancing quality within long-term care settings.

“Our goal is to create a dynamic, interactive and collaborative learning environment to build capacity in the long-term care sector by developing best practices, innovations and expertise,” says Raquel Meyer, our new manager of the Centre of Learning, Research and Innovation in Long-Term Care. “This means we can actively share our knowledge beyond our walls and, in the process, improve the care and quality of life of the frail, vulnerable older adults that we are committed to serving.”

Since our appointment in fall 2011, our centre has been steadily making progress towards achieving this goal. Here are some highlights:

• A Steering Committee, comprised of 14 staff members, was created and meets regularly to ensure the forward movement of the centre’s activities. The committee and centre are co-led by Drs. Paul Katz and David Conn.

• Baycrest, along with the other two centres – Bruyère Continuing Care in Ottawa and Schlegel Villages in Waterloo – and the Performance Improvement and Compliance Branch, Health System Accountability and Performance Division of the Ministry of Health and Long-Term Care, make up the Co-ordinating Committee of the Centres of Learning, Research and Innovation in Long-Term Care. In December 2011, Baycrest hosted the inaugural meeting for all three centres.

• Raquel Meyer, who started at Baycrest on February 13, is working with the Steering Committee to develop the Clinical Teaching Unit (CTU) in the Apotex.

• Construction of the CTU, one component of the centre, began on Apotex 7 on February 21. We’re building a classroom, two offices and a resource room for learners. We expect to be finished construction by March 31.

What’s next?
The second component of the centre is developing the interdisciplinary training framework, which involves creating a core course in geriatrics, intensive mentorship, summer internship and an annual long-term care conference, the first of which is scheduled for fall 2012.

For more information or if you have any questions about the new centre, contact Meyer at ext. 3044.
Garry Foster new chair of Baycrest Board of Directors

Deloitte senior executive Garry Foster has been named as our new chair of the Baycrest Board of Directors.

“I am truly honored to be part of a world-class academic health sciences centre. It continues to build an international presence as an innovative leader in care delivery and system solutions for aging populations,” says Foster, vice-chair of Deloitte Canada Board of Directors. “Baycrest has a renowned and proud tradition of delivering outstanding health-care services to clients, and I look forward to being part of this exceptional team.”

Foster, a fellow chartered accountant, has held several volunteer executive roles, including vice-chair of the Baycrest Foundation Board of Directors; member of the Board of Trustees for the Baycrest Foundation; chair of the Board of Governors, Friends of Simon Wiesenthal; and president, Jewish Family and Child Services.

Foster takes over the chair role from Dr. Anthony R. Melman, who held the position from 2007 to 2012. Melman will remain on Baycrest’s Board of Directors and will be chair of a new corporate entity, Baycrest Global Solutions (BGS), that intends to commercialize the intellectual property, assets and technologies of Baycrest with a view to generating future cash flows and value for Baycrest.

Social Work Week

Championing the needs of our clients and their families

Baycrest will be celebrating National Social Work Week from March 5 to 9, and the theme this year is Social workers help people get back on track. Baycrest’s social workers are there for our clients by being integral members of all clinical interdisciplinary teams at Baycrest. “We help strengthen the network of supports around our clients,” says Christina Van Sickle, professional practice chief, Social Work. “When our clients and their families need our help, we’re there for them.”

Did you know?
1. Baycrest social workers help our clients navigate the health-care system, such as with:
   - making referrals to community services
   - long-term care and housing applications
   - applying for financial assistance
   - assisting in the co-ordination of admission and discharge from Baycrest units and programs.
2. There are 45 social workers at Baycrest, several of whom are in leadership roles. Some social workers have been at Baycrest for over 35 years.
3. In 2011, Baycrest social workers offered hands-on clinical training to 19 social work students. That’s over 8,500 hours of training.

To learn more about the important work our social workers do
Visit the information booth in front of the cafeteria on March 5, 7 and 9, from 11:30 a.m. to 1:30 p.m. Complete a social work quiz, comment on how a social worker has assisted you, your team, or a client, and be entered into a draw for great prizes! Also check out www.baycrest.org/socialwork.
Nutrition Month

The importance of healthy eating

Every year in March during Nutrition Month, dietitians across the country remind us of the importance of healthy eating and the positive impact nutrition has on our health and well-being. This year, the theme is *Get the real deal on your meal* – our dietitians will be working to bust up popular food and nutrition myths. In addition to the events below, be sure to check the Wellness corner of the intranet for your daily nutrition tip.

Information booth
*Tuesday, March 6, 11:30 a.m. to 1:30 p.m.*
Baycrest’s registered dietitians will be setting up shop outside the cafeteria, where you will find an assortment of reliable healthy eating resources and delicious recipes for you to take home. Come talk to our dietitians, get weighed, watch an informative health video and grab a fruit to munch on.

Movie screening
*Wednesday, March 14, noon to 1:15 p.m.*
You’re invited to screen the movie documentary, *Fresh*, in Classroom ABC. *Fresh* celebrates the farmers, thinkers, and business people across America who are re-inventing our food system. To RSVP, call Joanne Edwards-Miller, clinical dietitian, at ext. 2244.

Dietitians Day
*March 21*

Terraces of Baycrest musical theatre group celebrates first anniversary

When Sonny Breger moved into the Terraces of Baycrest almost two years ago, his seating assignment in the dining room put him at the same table as Yaakov Gladstone. The two got talking, discovered their shared love of music and singing, and before you knew it, a musical theatre group at the Terraces was born.

“We enjoy music, having fun and providing entertainment to our audience, and the camaraderie,” says Gladstone, musical director of the group. “I’d be very lonely and down if I didn’t have this group.” Indeed, the rest of the group members concur and say being part of the group makes them feel needed and wanted, and enjoy that they can give a part of themselves through singing.

The group started with 12 members, most in their 80s and 90s, and put on its first performance, about Holocaust education, in November 2010. Since then, the group has put on about 10 performances – approximately one a month – ranging from the recent Tu Bishvat celebration, a Jewish holiday that marks the beginning of a new year for trees, to a performance called *A Wedding in Chelm*.

The theme of the performance is usually dictated by the Jewish holiday occurring that month, which the group views as a good learning opportunity. “Many people know of the holiday, but don’t know much about the meaning or significance,” says Bess Benovoy. “Through our programs and songs, we not only bring enjoyment, but educate ourselves and our audience about Yiddish culture.”

The troupe has grown to about 23 members and anyone and everyone is welcome to join. “There are no auditions; everyone qualifies!” says Sylvia Banack.

Terraces of Baycrest musical theatre group members (from left): original members Bess Benovoy and Sonny Breger; Gloria Tassel, at 80 years old, considered the “baby” of the group; Bernie Berger; and Irv Borchiver in front of an exhibit of their performances from the past year.
2011 Annual Award winners

The Recognition and Rewards program acknowledges exceptional contribution by staff to the organization. This year’s celebration highlighted our colleagues’ achievements at work and recognized those staff who exemplify our values and help to achieve our vision and strategic goals.

Congratulations to the following people who were presented with their awards at the February 21 Annual Awards Recognition Ceremony:

<table>
<thead>
<tr>
<th>Outstanding Innovation</th>
<th>Excellence through Teamwork</th>
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</thead>
<tbody>
<tr>
<td>Andrew Pigou</td>
<td>Terraces Interdisciplinary Team</td>
</tr>
<tr>
<td>Alberto Da Silva</td>
<td>Prophix Implementation Team</td>
</tr>
<tr>
<td>Lyudmila Martsenyuk</td>
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<tr>
<td>Alain Fournier</td>
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<td></td>
<td>Innovative Leadership</td>
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<tr>
<td></td>
<td>Judy Ritchie</td>
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<tr>
<td>Excellence in Sharing Learning</td>
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<tr>
<td>Dr. Larry Leach</td>
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<tr>
<td>Olga Niman</td>
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<tr>
<td>Research in Print</td>
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<tr>
<td>Bratislav Misic</td>
<td></td>
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<tr>
<td>Vasily Vakorin</td>
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<tr>
<td></td>
<td>Excellence in Leadership</td>
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<tr>
<td></td>
<td>Victor Oliveira</td>
</tr>
<tr>
<td></td>
<td>Claire Taasin-Lau</td>
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</tbody>
</table>

Dr. Larry Leach (second from left), winner of the Excellence in Sharing Learning award.

Bratislav Misic (centre), winner of the Research in Print award.
From left: Andrew Pigou, Alberto Da Silva and Lyudmila Martsenyuk, recipients of the Outstanding Innovation award.

Judy Ritchie (second from right), winner of the Innovative Leadership award.

The Terraces team: Evgeniya Bakshy and Health Centre staff, Andreah Barker, Mary Batalion, Barbara Biel, Sharon Bizouati and Food Services staff, Ana Maria Carvalho, Judy Chu, Dianne Cullen, Irina Demushkin-Ber, Katherine Farrell, Shawn Fremeth, Chris Gabriel, Shawna Funston, Ian Henderson, Meital Itzkovich, Merav Jacobson, Maria Lerue, Heather Lisner-Kerbal, Danny Lutkiewicz and Housekeeping staff, Alexandra Newman, Sabina Ntim, Michael Noer, Ellen Shanfield, Beverley Vanhanen, Sophie Shleifer and Rebecca Wylie.

Prophix implementation team of: John Montagnese, Michelle Acance, Ananda Adikari, Chaim Cutler, Suba Nadarasah and Tony Heayn.

Claire Taasin-Lau (centre), winner of the Excellence in Leadership award.
When Janet Murchison, occupational therapist, left work on Tuesdays, she left behind the pressures and challenges of the day and went home relaxed and in a positive frame of mind. That’s because every Tuesday back in October and November, she participated in a professionally-facilitated arts workshop for staff. “It was a nice transition; it was an opportunity to unwind and engage in something meditative before heading home. The creative process is mindful and brings you into the present,” says Murchison.

In October 2011, Melissa Tafler, social worker and clinical research co-ordinator, brought together a visual artist with eight staff members from across the organization to get in touch with their creative potential. During the course of the eight-week program, they engaged in drawing, printmaking, collage and book-making exercises through individual and group projects. “The workshop is a great example of the impact that creating art can have on one’s life, both personally and professionally. Art is a powerful vehicle for enhancing possibilities and freeing the imagination. It can help us look at things differently, including how we approach and understand our relationship to our work,” says Tafler.

You’re invited
An exhibit of the group’s work, entitled the Artists’ Proof, will be on display in the Apotex Gallery, located beside the Water Cooler on the main floor. Everyone is invited to attend the opening reception on Wednesday, March 14, at 12:30 p.m. Stop by to view the collection and learn more about their experience as several of the staff-artists will be on hand to answer your questions.

For more information about this initiative and other arts in health-care opportunities at Baycrest, contact Tafler at ext. 2578

Karen Rue, assistant to director of Care, Apotex, and Melissa Tafler, social worker, in front of one of the art pieces that will be on display at the Artists’ Proof. “The workshop.” The workshop has taught me to look at things differently. For example, we learned about framing – taking the big picture and looking at different parts of it in a focused way. You can extrapolate from that – why do I look at something this way and not that way?” says Rue.
The results are in! And we’re improving...  ...continued from front page

The results
Here are the metrics that Baycrest has identified as being critical components in our journey toward becoming a workplace of choice:

<table>
<thead>
<tr>
<th>Survey item</th>
<th>2011</th>
<th>2010</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend Baycrest as a preferred place to work</td>
<td>74.2%</td>
<td>71.2%</td>
<td>+ 3.0%</td>
</tr>
<tr>
<td>My work environment is safe</td>
<td>79.3%</td>
<td>75.9%</td>
<td>+ 3.4%</td>
</tr>
<tr>
<td>Overall, I am satisfied with Baycrest</td>
<td>74.7%</td>
<td>72.1%</td>
<td>+ 2.6%</td>
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From the 2010 engagement survey, the following three items were identified as areas for improvement. Year over year, Baycrest saw positive improvement in these areas, and we will continue to focus our attention on enhancing our scores in the areas of:

<table>
<thead>
<tr>
<th>Survey item</th>
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<th>2010</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have enough time to do my job adequately</td>
<td>56.8%</td>
<td>51.9%</td>
<td>+ 4.9%</td>
</tr>
<tr>
<td>I feel that I can trust Baycrest</td>
<td>62.3%</td>
<td>58.6%</td>
<td>+ 3.7%</td>
</tr>
<tr>
<td>Overall, I am satisfied with my involvement in the decisionmaking at Baycrest</td>
<td>62.2%</td>
<td>58.4%</td>
<td>+ 3.8%</td>
</tr>
</tbody>
</table>

“There has been improvement in all these metrics, a reflection that teams across Baycrest have been focused on improving in the areas they identified as being important,” says Kathleen Paterson, director, Organizational Effectiveness. “In addition to continuing this journey of ongoing improvement in the areas listed above, we are eager to identify new areas for improvement that will emerge from the 2011 survey.”

What we do with the results
The survey results will be shared with teams over the next couple of months. Staff will have the opportunity to reflect on the results and generate ideas and actions on how to continually enhance work life at Baycrest. Additionally, the Workplace of Choice Steering Committee and Quality of Worklife Committee will be meeting in March to review and discuss the results and recommend ways to support ongoing improvements in the workplace.

“Baycrest is continuing to focus on becoming a workplace of choice where our people can excel and achieve their personal best,” says Joni Kent. “We are launching our Leadership Development programming, have developed effective team meeting tools for managers and are actively engaged in prioritizing and planning important projects across Baycrest. These three initiatives are in direct response to feedback received from our staff.”
Welcome to Dr. Shafagh Fallah, who has joined the Kunin-Lunenfeld Applied and Evaluative Research Unit (KLAERU) as a consulting biostatistician. As a member of KLAERU, Fallah will provide statistical expertise and advice to members of the Baycrest community conducting clinical or translational studies, epidemiological research or program evaluation. She can provide support and guidance at all phases of the research process, including experimental design, sample size determination, randomization scheme development, data collection and analysis, and interpretation of results.

For assistance or guidance with research project design, data analysis or interpretation, Fallah can be reached at ext. 5531 or sfallah@rotman-baycrest.on.ca

Sherra Solway will be joining our leadership team on March 5 as the new program director of the integrated Behavioural Supports Ontario (BSO) system project. A registered physiotherapist, Solway is joining Baycrest from the Centre for Mental Health (CAMH), where she was an associate administrative director. In her new role, Solway will be work closely with key Baycrest leaders and staff and external stakeholders to ensure that we meet all of the new BSO deliverables outlined in our project charter with the Toronto Central LHIN. Her office will be located on the fourth floor of the hospital.

Congratulations to Christine Lalonde, who has been appointed manager of Retail Food as of February 27. She will be overseeing the WA Café, cafeteria and all internal catering events. Lalonde began working at Baycrest this past summer in the role of cafeteria supervisor.

Changes in Support Services: Victor Oliveira, director of Facilities and Environmental Services, will be taking on management of Security and parking services at Baycrest. Scott Jansen remains as manager of Redevelopment and Emergency Measures. The change is in response to the significant growth in number of redevelopment projects that Baycrest is undertaking and will allow Jansen to concentrate on managing those projects.

Also, Food and Nutrition Services is expanding its commitment to customer service and has partnered with Isabel Silva, manager, Customer Support. Silva and her team will be working with Hannah Oksemberg, director, Food and Nutrition Services.

Dr. William Reichman, president and CEO, watches as Apotex resident Jacob Katz considers his next move during a chess match. The match was held November 21 in the recreation room of Apotex 3 as part of the third annual chess tournament for residents and staff. Katz took first prize while fellow Apotex resident, Frank Libman, took second place honours.