Please keep in mind that no matter how hard we try, parts of this handbook will become out-of-date over time. The content is reviewed and updated regularly. We will do our best to inform you and your family about any important changes. The most recent electronic version appears on the Baycrest web site at www.baycrest.org.

If you would like another copy of this handbook to share with other family members, please ask a Unit Clerk.
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About the Apotex Centre, Jewish Home for the Aged

The Apotex Centre has been designed with six resident floors. Each floor is comprised of three neighbourhoods with 23, 26 or 27 single rooms with en-suite bathrooms. There are approximately 10 shared rooms. Beside the door to each resident room is a glassed-in display cabinet, which can be filled with items that reflect the resident’s life history - favourite objects, photos, mementos. These display areas also help residents locate their rooms more easily.

Each side of a neighbourhood has its own dining room and living room. Two sides with a shared kitchenette form a Neighbourhood. To help residents and visitors find their way around, each side of the neighbourhood has its own name. They are Elmgrove, Ivywood, Floral Place, Redbird, Golden Lane and Stoneway. Each side has its own unique picture- symbol - such as a flower or a bird - that also serves as a visual “landmark.”

Each floor also has a recreation room where various activities and meetings take place. Some floors have a children’s play area and a family lounge (some with Skype), designed to welcome families and encourage visiting.

- The physical environment plays an important role in our lives, and that’s why we have paid extra attention to the design of the Apotex Centre. For example, hallway ceilings have soft lighting to help you to see more clearly. Built-in seating provides a place for residents and visitors to rest and look around. The artwork in the Apotex Centre and throughout Baycrest enhances quality of life for everyone who spends time here. It encourages discussion and provides natural places to gather. Every piece of artwork is a gift from members of the community - either in the form of actual artworks themselves or as funds for special projects.

Located on the main floor of the Apotex Centre, the Winter Garden Court is the heart of our building complex. The floor is made out of Jerusalem stone, and at the centre, you’ll notice three black olive trees. Grandchildren and other young visitors will enjoy the fun sculptures in the picnic court and the gardens.

Upkeep of your room

Washroom supplies will be replenished and trash will be collected daily. Your room will be dusted and vacuumed weekly. Bi-annually, a deep clean will be completed, including a machine-scrubbing of washroom floors, cleaning walls and air vents.

If you find that the room has not been cleaned to your satisfaction, please contact the director of Housekeeping at 416-785-2500 ext. 2126. If any repairs are required, please speak to your Nurse or Unit Clerk.
Your telephone
You will find many important telephone numbers listed throughout this handbook. All numbers can also be found in the Baycrest telephone list. This list will be included in your admission package, or you may ask a member of your care team for this list.

If you are calling from OUTSIDE the Apotex Centre, you must dial the full telephone number 416-785-2500 followed by the four-digit extension number. If you are calling from INSIDE the Apotex Centre, you can place your call using only the four-digit extension number.

You can arrange to have a private phone line in your room for a monthly fee. Let us know if you require a special phone with extra large-sized buttons or an amplifier for the hearing-impaired.

Before your phone can be installed and connected, a Request for Client Telephone Form must be completed. This form is available from the Finance Department and can be completed during the financial admission process. Your telephone will be connected on the first business day after the request form has been submitted with payment. Friends and family will then be able to reach you by dialing 416-785-2500, plus your new four-digit extension.

Your call bell
The call bell located beside your bed and in your washroom is there so you can let the nursing staff know if you need assistance.

Small electrical appliances
Some residents bring along portable radios, record or tape players, DVD players or other small electrical appliances. These must be checked by our Maintenance staff to ensure they are safe and in good repair. For more information please speak with the Unit Clerk on your floor.

Cable television
All rooms in the Apotex Centre are wired for cable services. If you wish your television to be connected, a Request for Cable Television Form must be completed. This form is available from the Finance Department. You will be billed on a monthly basis for cable TV service.

Mail delivery
Mail is delivered directly to your room. Family and friends should be told to include your name, room number and building on the envelope. The mailing address is:
Name:
Room #:
Apotex Centre, Jewish Home for the Aged, Baycrest
3560 Bathurst Street
Toronto, ON
M6A 2E1
**Personal hygiene**
We encourage residents to be involved in their care plan, which includes personal hygiene needs. Residents can bathe or shower with help on a regular basis. In addition, a daily wash and extra sponge baths can be arranged, with assistance as needed.

**Clothing**
We recommend that residents have a supply of washable, dryable clothing - enough to last at least seven days - including some outer garments. Clothing should be comfortable and easy to put on and take off. As closet space is, it is recommended that residents make arrangements to keep only one season's worth of clothes in the room (warm weather clothes in late spring/summer/early autumn months, cold weather clothes in late autumn/winter/early spring months.)

**Laundry**
Our Linen and Laundry Department provides laundry service twice a week at no charge. Washers and dryers are also located on each floor for the use of residents and family members if desired. This is free of charge however; residents will need to provide their own detergent and softener. Clothes and personal items sent out for laundering are normally returned to the unit within 48 hours. Laundry Aides will place the clean clothing inside each resident room and will put it away inside the closet if preferred by resident.

All clothes MUST be labeled to ensure prompt return after laundering or in case they are misplaced. Baycrest offers a free labeling service. Clothing should be sent to the Linen Department before admission if possible, on the day of admission or when new garments are purchased. If an item of clothing is not returned from the laundry, please contact Linen and Laundry at 416-785-2500 ext. 2123, Monday to Friday, between 7:30 a.m. and 3:30 p.m.

**Sabbath lights**
Each resident room comes equipped with electric Sabbath lights which are controlled centrally, so residents can “light the candles” on Friday night if they wish. We ask residents and families NOT to light regular wax candles as this creates a serious fire hazard.

**Companion animals**
While we recognize that a special bond exists between people and their pets, residents cannot bring their own animals to live at the Apotex Centre. However, it is possible for residents to be accompanied off the floor to visit their own pets if a family member brings them to the Centre. Residents can also ask to have pets visit the Unit in a way that respects other residents and staff. Please note that before a pet can visit the Unit, you must register the animal with us and provide supporting documentation from a veterinarian showing it is in good health and has all necessary immunizations. For more information, speak to the Therapeutic Recreationist for your floor.
Some floors in the Apotex Centre may have live-in pets, including birds and cats. The Therapeutic Recreation department also arranges volunteer pet visits. If you prefer not to have volunteer pets visit you, please make your wishes known to the floor Recreationist.

**Alcohol**
Residents wishing to enjoy an alcoholic beverage can do so as long as their drinking is responsible and respectful of others. However, alcoholic beverages cannot be stored in a resident's room – please ask a member of the nursing staff for details about storing personal bottles of wine or spirits. Because certain health problems or medications make alcohol use risky, a Baycrest physician should be consulted before an alcoholic beverage is served.

**Computer access**
Computer terminals connected to the internet are available for the use of Baycrest clients. The computers are located on most floors. Speak to your Unit Clerk for more information.

**Leaving your home floor**
Many residents who live at the Apotex Centre look forward to leaving their home units during the day to see the sights around our building complex. Others enjoy leaving Baycrest for occasional outings with family or friends. Here are a few tips:

If you want to leave your floor but stay within Baycrest, residents who can do so may visit the gardens during pleasant weather, have a meal or snack in the Cafeteria or W.A. Café, or visit with other residents. You can also attend one of the many programs taking place every day across the centre. Please let a member of the Care Team know you are leaving the floor.

Family members, friends or Private Companions who would like to take a resident off the floor should inform a member of the Care Team and sign the resident out. Please ask your Unit Clerk to explain sign-out procedures on your floor.

If you want to leave for an outing or casual holiday, residents who are able to leave the building and would like to do so should always inform the Care Team as far in advance as possible. This will allow nursing staff to arrange any necessary medications and also to notify Baycrest Security, especially if you are going to return after the doors have been locked at 9 p.m. You will be required to re-enter by the Khedive Avenue doors or else use the intercom located at the west entrance to reach a security guard.

Residents are allowed a maximum of 21 vacation days per year away from the Apotex Centre. Again, the Care Team should be informed of such a planned absence well in advance.

Residents may also leave the Apotex Centre for “casual absences,” as long as these absences don’t exceed 48 hours in the course of a week.
Safety and security
We make every effort to maintain a safe environment at Baycrest Centre and appreciate your cooperation.

Keys
Your room is equipped with a drawer and cupboard that can be locked. Even so, we advise you NOT to store any cash, valuable jewellery or important documents anywhere in your room. We also suggest that keys to the drawer and cupboard not be left in your room – instead, keep them with you or give them to a family member or trusted friend who visits on a regular basis.

In order to receive keys to the locked drawer and cupboard, you must make a $50 deposit at the Cashier's Office (located on the second floor of the Hospital) where you will be issued a receipt for this amount. The money will be refunded to you when you leave the Apotex Centre and return the keys along with your receipt.

If a key is lost, the Unit Clerk will explain the process for getting a replacement key. You will be asked to make a refundable deposit at the Cashier’s Office, get a receipt and give this receipt to the Unit Clerk. At that time, the Clerk will contact our Physical Plant department and a replacement key will be issued.

The key to the locked glass cabinet outside your room is held in a secure location by the Unit Director or Unit Clerk. When you or a family member would like to access the cabinet, please ask the Unit Director or Unit Clerk to unlock and then re-lock it for you.

Valuables
You or a family member will be asked to sign a waiver stating that Baycrest is not responsible for the safety of your personal property, including eyeglasses and dentures, while you are living here. Any loss or theft of personal property is not covered under our insurance policy.

Security department
Our on-site Security Department helps keep our environment safe. You can locate security staff by dialing 416-785-2500 ext. 2050.

Lost and found
If you believe an item has been lost or is missing, or if you have found a lost item, speak to your Unit Clerk or a member of your Care Team, or contact Baycrest Security at 416-785-2500 ext. 2050.

In case of emergency
Residents and visitors can use the call bell located in each room to alert staff to any emergency situation or else dial the Communication Desk at ext. 2130.
**Staff identification badges**
All Baycrest employees, volunteers and registered Private Companions are issued photo identification badges which must be worn at all times when they are on duty. Look for this badge when you are approached by a staff person or Baycrest Volunteer. If you notice someone on your floor carrying out a staff role but is not wearing an ID badge, please notify a member of the Care Team.

**Identification bracelets**
For the safety of clients, all Apotex Centre residents are required to wear identification bracelets. At admission, you will be given a plastic, disposable bracelet. This will be replaced later by a more attractive metal bracelet.

**Wander prevention system**
An electronic band is worn by some of our residents who, for safety reasons, need to be accompanied by a caregiver such as a family member or private companion when they leave their units. The band can be detected at various locations by a system that provides three layers of security: unit doors, elevators and building exits. At each point, there are alarms and/or locks that activate when the electronic band is nearby. The alarms and locks can be deactivated by entering a code on a keypad at the location. These codes are available at each nursing station.

If you see an unaccompanied resident wearing a band anywhere outside of a unit please call ext. 2130 and ask for security (or call the security directly: 416-785-2500 ext. 2050). Try to keep the client in sight until security arrives.
The care team

Many people will be helping you and your family as you settle into life at the Apotex Centre. Please note: Upon admission, you will receive a telephone list that includes all members of the Care Team in your neighbourhood. Copies of this list are also available from the Unit Clerk on your floor. You will also be asked for your, or your family’s, email address for communications.

Getting to know you

During the first few days and weeks, you will meet all the Care Team staff in your neighbourhood who will be involved in your care, as well as the Social Worker assigned to your floor. This Social Worker can be consulted on an ongoing basis and may tell you and your family about groups and educational sessions offered through our Social Work department.

On the admission day a nurse, a personal support worker and a dietician will drop by to introduce themselves and meet you to find out about your medications, general health and dietary needs. The unit clerk will arrange your appointments with the physician and the therapeutic recreationist on the admission day as well. You will also meet the the unit housekeeper, food servers and Baycrest volunteers.

The post-admission meeting

It takes time to settle into any new home. During the early weeks and months, you and your family will be learning about the Apotex Centre, and the Care Team will be learning about you.

About six weeks after admission, you and your family members will meet with the Care Team to talk about how well you are adjusting. This post-admission meeting is a good chance to raise issues or concerns about your health and your care, and for staff to make suggestions about programs and resources that might be helpful.

You and your family are vital members of the Care Team, and we encourage you to participate in decisions involving your care at the Apotex Centre.

Key members of the care team

The Attending Physician works closely with nurses and other health professionals to assess your well-being and develops programs to meet your medical needs. Specialist physicians will be consulted as needed.

The Unit Director is responsible for nursing staff and ensuring that your ongoing treatment and care is carried out within nursing standards of practice and within Baycrest’s policies.

The Registered Nurse (RN) organizes your daily care, and also plans and evaluates the nursing care you receive.
The **Registered Practical Nurse (RPN)** works with the Registered Nurse to provide nursing care tailored to your needs.

The **Personal Support Worker (PSW)** helps you with activities of daily living such as dressing, transferring to and from your bed or chair, bathing, grooming and meals. These staff members also provide reassurance and support, and encourage you to attend special programs.

The **Dietitian** consults with you and your family about your food preferences and nutritional needs, and helps you to plan your meals.

The **Therapeutic Recreationist** offers you the chance to experience and take part in recreation and leisure activities based on your needs and interests and those of your neighbours. Your family members are welcome to attend social programs with you, provided that space is available.

**Consultants to the care team**

**Social Workers** provide counselling services during the initial admission period and also during periods of change, transition and uncertainty. They consult with the Care Team on complex resident/family situations and may work to mediate and resolve difficult issues. They also help residents and families make decisions and interpret information. During difficult periods, residents and families can request a referral for Social Work services. Please discuss such needs with your Nurse or Unit Director.

The **Occupational Therapist (OT)** helps residents maintain their highest possible level of functioning when it comes to activities of daily living. This person provides expert assessments, prescribes seating and mobility devices and various assistive devices for daily activities such as bathing, eating and dressing. The OT may also recommend changes to the environment and provide specialized services such as prescribing hand splints and orthotics (shoe inserts). Our occupational therapy services are provided by a private outside company.

The **Physiotherapist (PT)** helps residents maintain or improve their highest possible level of physical mobility and functioning by providing expert assessments, consultation and/or treatment. You may be assessed soon after admission to establish baseline mobility levels and to determine whether follow up is necessary. Our physiotherapy services are provided by an outside company.

The **Speech Language Pathologist (SLP)**, which is provided by an outside Community Care Access Centre (CCAC), assesses residents who have difficulties with communication and/or swallowing. A speech language pathologists help with swallowing problems, provides services for Residents with aphasia (problems speaking and/or understanding words) and other communication disorders.

The **Audiologist** assesses hearing problems and prescribes hearing aids or other assistive devices.
The Psychologist and Psychiatrist assess changes in behaviour or functioning if they occur and then suggest possible treatment approaches.

The Pharmacist makes sure that residents receive the right medications in an appropriate manner and also takes part in ongoing reviews of medications with the resident’s physician and members of the nursing staff. Our pharmacy services are provided by an outside company.

Our on-site Rabbi/Chaplain and other Chaplains are available to provide religious and spiritual support to residents and their families. Community clergy are also welcome to visit.

Other important people

The Unit Clerk, who sits across from the main elevators on floors 3, 5 and 6, provides clerical support, maintains family contact information, arranges meetings between you, your family and the Care Team, delivers your mail, helps with maintenance/repair requests and provides general information to family members and visitors.

Therapeutic recreationists

After you move in to the Apotex Centre, within the first week a Therapeutic Recreationist will visit you to discuss recreation and leisure options, including both group and individual activities. You’ll find a monthly calendar of activities posted outside the Recreation Room on your floor. The floor Recreationist will help you take part in activities of your choice, including creative arts and music programs, Synagogue services, Jewish Festival programs, concerts and other special events.

Volunteers are here to make your stay more enjoyable. They spend time in the neighbourhoods, visiting, helping with meals and recreational programs and lending out books and other materials. Volunteers also work in many Baycrest areas, including the Creative Arts Studio and the W.A. Café.

Food servers help you select your food and have an enjoyable mealtime experience in the dining room.

Housekeepers ensure that your room and neighbourhood stay safe and clean.

Porters help staff by escorting residents to certain religious programs and clinic appointments.

Students

Baycrest is affiliated with a number of universities and colleges, including the University of Toronto. That is why you may meet some students who are assigned to work with our own professional staff as a part of their educational experience. Such students are fully supervised and will be introduced to you if they play any part in your care.
Family and visitors

Your family's role
The Care Team will do everything possible to establish positive, trusting relationships with your relatives - your spouse, children and grandchildren, other relatives and close friends. They know you better than anyone else, and - with your agreement - we rely on them to share information about your life history, your health experiences, and your likes and dislikes. This can help us make your life at the Apotex Centre as pleasant and comfortable as possible.

Programs for families
The Social Work Department offers a variety of support and educational groups for residents and their families. Such groups focus on many issues: dealing with understanding cognitive impairment, family dynamics, intergenerational relationships, illness and loss, grief and end-of-life decisions, conflict resolution, and Holocaust-related issues for adult children of aging Survivors. Family members are invited to take part in Family Town Halls and on the Family Advisory Council.

Family mentor program
A Baycrest family mentor can help make this experience a little easier for you. Our mentors have been through the same experience themselves and they are here to provide a friendly welcome and support during the settlement period and beyond.
This is what a family mentor will do:
• Speak with you before and after admission day
• Provide a friendly ear and answer your questions
• Share their knowledge and assist you in finding your way around Baycrest
• Provide support and reassurance during the move and beyond
Family Mentors are available to meet in person, speak over the phone or communicate by email, according to the family's wishes. They will reach out to you to provide their contact details and answer all the questions.

Decision-making
Upon admission, residents and family members are encouraged to discuss how decisions will be made in the areas of personal care, medical treatment and financial matters. We regard the resident as the primary decision-maker, and whenever possible, his or her wishes will be respected. However, if the resident is unable to take an active part in decision-making, the resident’s power of attorney (POA) or substitute decision maker (SDM) will be consulted.

Keeping families informed
To help family members feel more connected and informed, we provide a number of services:
• The Baycrest website - http://www.baycrest.org/care/families-and-visited-apotex-resident-family-information/ - features Family pages with updates of interest to relatives and friends
The Family and Visitors Hotline 416-785-2500 ext.4444 provides recorded updates about important issues affecting residents and families.

By each elevator, you’ll notice a Family Updates bulletin board. Stop and take a look to learn about upcoming events, news and meetings.

**Contact information**
Sometimes we need to get in touch with your family. That’s why we should always have up-to-date contact information. You or your family should let the Unit Clerk know when relatives’ phone numbers (at home or work) change. It is also helpful for us to know what times of day they are normally available by phone. If the name of your contact person changes - either for a short period of time or permanently - the Care Team should also be informed right away.

**All about visitors**
Visitors are always welcome to join you in your room or the public areas of Baycrest. Please consider the following guidelines for visitors:

- If visitors are ill or simply not feeling well, we ask them not to visit Baycrest until they are feeling better.
- All visitors are required to wash their hands frequently and to use the hand sanitizer available from dispensers at building entrances and throughout Baycrest.
- All visitors are asked to stop and read the self-screening information posted at all entrances. This is extremely important, since elderly residents are especially vulnerable if exposed to infectious illnesses that would be considered mild in younger, healthier individuals.
- We ask visitors to read notices about any current outbreaks of infectious illness and to respect any requests from our Infection Prevention and Control staff asking you to limit visiting, to wash your hands or to wear protective gowns or gloves. Such notices may be posted at building entrances, on specific floors of the Apotex Centre and/or outside rooms which are affected. During an outbreak of infectious illness, information will be posted on the Family page of the Baycrest website and can also be accessed by calling our Hotline at 416-785-2500 ext. 4444.
- We ask that family and friends not visit in common areas or floor hallways after 8 p.m., since many residents are settling in to get their rest.
- Family members and other visitors should be aware that all entrances and exits of the Apotex Centre are locked after 9 p.m.
- Visitors who come to the building after 9 p.m. should use the Khedive Avenue entrance or else use the intercom system.
- Visitors who wish to leave the building after 9 p.m. should use the Khedive Avenue entrance or go to the information desk located on the main floor of the Apotex Centre and dial ext. 2130.
Overnight guests
Family or friends visiting from out of town may require overnight accommodation. There are many local options available and we may be able to host overnight visitors in one of our suites on site. For more information, please call 416-785-2500 ext. 2270.

Family members who wish to stay overnight in the Apotex Centre with a very ill resident may arrange this by speaking to a member of the Care Team.
Financial arrangements
Before you move to the Apotex Centre, someone from Baycrest’s Client Financial Department will meet with you and your family to explain how billing will occur and which services require payment. These items will appear on your monthly invoice.

If you wish, Baycrest will hold your personal funds in a trust account. You may then instruct us to use these funds to pay your accommodation fee, as well as for any optional services. For more information on setting up a trust account at no charge, please contact our Client Financial Department at 416-785-2500 ext. 2286.

Please note: Your accommodation fee does not cover the cost of assistive devices, equipment prescribed by the Care Team, consultants and uninsured services. However, these costs may be covered under government programs or through your own private insurance plan.
Medical services and your health

Accessing medical care at Baycrest
When you first arrive at Baycrest, you will undergo an initial assessment by one of our physicians. Clinic appointments and consultations with various health professionals may be scheduled if necessary.

All Apotex Centre residents are assigned to receive care from one of our Attending Physicians. These physicians visit each floor three times per week (one visit per week to each neighbourhood). How often you are seen by a doctor depends on your individual health needs, so you may not see the physician every time he or she visits your neighbourhood.

Baycrest maintains a call system to ensure that a doctor is available to assist nursing staff at all times. If concerns about your health, which require input from a physician, arise after hours or on weekends, your Nurse will page the Physician on call. An in-house Physician is also available for medical emergencies that occur after hours and on weekends.

If you have a concern about your medical care, please ask your nurse for an appointment with a doctor. If immediate attention is required, the call bell located by your bed will signal the nursing staff that they are needed in your room.

Maintaining your own physician
Residents sometimes ask whether they must change from their own private physician to a Baycrest physician. To ensure the Care Team remains up-to-date about your health, it is important that your primary medical care be delivered by one of our Attending Physicians. However, it is possible to maintain supportive contact with your own family doctor or to continue receiving care from your own specialist or Nurse Practitioner (RN Extended Class). Some residents find it more convenient to change to a specialist who provides care in our Medical Clinics. Speak to a member of the Care Team for more information.

Taking your medications
All your medications - including prescription and non-prescription drugs - must be obtained through Rexall Pharmacy, which is located on the ground floor of Baycrest hospital. NO medications purchased elsewhere may be taken while you are living here. This includes the use of over-the-counter pain medication, cold remedies, herbal remedies, vitamins, laxatives and other over-the-counter products.

A member of the nursing staff will keep track of all your prescribed medications and make sure you get the right dose at the right times. Please note that some pill shapes and colours may change when you move to the Apotex Centre. This may happen because a Baycrest doctor has changed your prescription, which will be explained to you. In other cases, the pills may look different even though the drug and the dose are exactly the same as what you were taking before. If the physician is
thinking about a change to a medication it will be discussed with you or Power of Attorney/Substitute Decision Maker. Talk to your Nurse if you have any questions about your medications.

Temporary transfer
If your medical condition changes and you cannot be adequately cared for in your Apotex community, arrangements will be made for you to be transferred to a more appropriate setting, such as an outside hospital. If this becomes necessary, you and your family will be fully consulted and advised about the available options. Depending on your situation, such a transfer may be temporary and, after treatment, you may be able to return to your room at the Apotex Centre.

Medical and psychiatric leave and bed holding
As an Apotex Centre resident, you are entitled to 30 consecutive days of medical leave and 60 consecutive days of psychiatric leave. This means your room will be reserved for you. You must continue to pay regular room charges. If an outside hospital stay exceeds these limits, your Apotex Centre room will no longer be held in reserve. Arrangements must be made to remove your personal belongings within 48 hours. You will become a priority for readmission when you are stable.

Please note: We cannot hold a room for an extended casual or vacation leave or for some other leave of absence beyond the following: A maximum of 48 hours casual leave, during the week, can be taken. Vacation days can be taken, to a maximum of 21 days in a calendar year.

Permanent transfer or discharge
Sometimes, despite our best efforts and yours, we decide that a resident’s physical and/or emotional needs are no longer being met under current arrangements. In such cases, it may be necessary to permanently transfer the person to another community in the Apotex Centre, to Baycrest Hospital (for example, to Complex Continuing Care), or discharge the resident to another facility. If your care needs change and this becomes necessary, you and your family will be fully consulted and advised of available options.

Removal of personal belongings
When a resident is permanently discharged or transferred, the Ministry of Health requires us to make the room in the Apotex Centre available as soon as possible. (This does not apply in the case of a resident who is being treated outside the Apotex Centre and is expected to return). We understand how difficult such events are for family members, but we also feel families will appreciate having this information and knowing their options in advance.

We must ask that the resident’s personal belongings be packed and physically removed within two days. If the family is unable to attend to this matter personally within this period of time, they may send someone else to perform this task. However, for security reasons, family members must notify the Unit Clerk and supply the name of the authorized person.

As an alternative, Baycrest staff will pack personal items and place them in temporary storage for up
to 14 days. There is no charge for this service. After the 14th day, we will continue to store the items, but there will be a charge. We will notify the family’s designated contact person that this has been done, and explain how to gain access to the resident’s belongings.

A detailed policy on removal of personal belongings is provided by the Finance Department at the time of admission. The policy is also posted on the Baycrest website at http://www.baycrest.org/wp-content/uploads/removal_of_clients_personal_belongings_including_forwarding_of_clients_personal_mail_post_discharge.pdf

**Your health record**
Each resident at the Apotex Centre has a detailed health record which is kept securely on file by our staff. This document includes information received from you and your family, your pre-admission medical report, as well as any test results and clinical observations. The record also contains details about your medications, vital signs and treatments. Meetings held with the Care Team, the resident and family members are also documented.

Your consent (or the consent of your designated representative) is required when an authorized person outside the Care Team wishes to see information in your health record. Only then will it be forwarded to other health care providers by our Health Records Department at no cost to you. Copies requested by you for other reasons (e.g. legal proceedings like an insurance claim) are available for a fee.

Residents are entitled to see and read their health records at any time, and staff will assist in explaining any technical terms. Family members who wish to see a resident’s record can do so by obtaining written consent from their relative or the person’s legal representative (where he or she is no longer competent to give consent).
Three meals a day - and much more
Because food is so important to a good quality of life, everyone at Baycrest makes an extra effort to prepare and serve meals and snacks that are both tasty and nutritious. Our Food and Nutrition Services Department, together with the Client Food Committee, tests and uses a wide range of recipes to produce a varied menu.

Shortly after you move in, the Dietitian will visit to assess your nutritional status, to learn about which foods you like and dislike, and to discuss any concerns with you and your family. A personal meal plan will then be created which takes into account your preferences and any special dietary needs.

Keeping kosher
All food served at the Apotex Centre is kosher. This means only kosher meats and products are used, meat and dairy meals are kept separate, and all dishes and utensils must be used according to the laws of kashrut, the Jewish dietary laws.

Meals in the dining room
Your meals will be served in the dining room in your Neighbourhood. Choices for each meal are posted on a menu board. The food service attendant, assisted by unit staff, will serve your meal, and trained volunteers may be on hand to help you eat safely and comfortably.

Having company during meals
Family members are welcome to visit during mealtime to assist with eating. If visitors wish to order a meal for themselves as “guests,” they must purchase a meal ticket two business days ahead of time from the Cashier’s Office located on the second floor of Baycrest Hospital (opposite the elevators). For more information please call the Cashier’s Office: 416-785-2500, ext. 2659

Please note: Because of space considerations during meal times, we can only accommodate a maximum of one family member as a “guest” in a dining room at any one time. Your relative may need to change tables to accommodate you as a guest.

Special meals or celebrations
Family dining areas can be reserved for special meals or celebrations. The family dining room on the main floor of the Apotex Centre can accommodate up to 12 people, and larger rooms are also available. To arrange for special meals or celebrations, contact our catering department at 416-785-2500, ext. 2238.

Enjoying meals off-floor
You may wish to have a meal and/or snack outside your Unit - either in the W.A. Café or the Cafeteria, both located on the main floor. In these locations, residents pay the lower staff rate, while accompanying visitors will pay the regular rate. Only food purchased in these areas may be eaten there.
**W.A. Café, Hours of operation:**
Monday to Thursday: 7:30 a.m. - 5 p.m.
Friday: 7:30 a.m. - 3 p.m.
Saturday: 9 a.m. - 4 p.m.
Sunday: 10 a.m. - 4 p.m.

**Cafeteria, Hours of operation:**
Monday to Friday: 8 a.m. to 2 p.m.
Saturday and Sunday: Closed

Hours of operation may change. Please check at the doors.

**About bringing outside food in**
Many families ask about bringing in special foods for their relatives to enjoy. Baycrest adheres to the laws of kashrut, and we suggest you speak with your Dietitian or Nurse about your request. Food purchased or prepared outside Baycrest cannot be brought into the dining rooms, the Cafeteria or the W.A. Café.
Wheelchair services

Wheelchair assessments
If you arrive at the Apotex Centre with your own manual wheelchair, your chair must undergo a standard safety check to ensure safety for yourself, the staff and other residents. This includes: a safety check by a mechanic; and attaching identification labels to the chair and cushions. Any necessary repairs to your chair are usually done within the first day or two of admission.

The service is provided by our wheelchair vendor AGTA and is not chargeable, however if some of the parts need to be changed, there will be a charge. Please speak to a member of your care team to connect you with the most appropriate person.

Your Care Team may refer you to a seating clinic to check your comfort and mobility needs. If any changes are recommended, the clinic staff will discuss them with you and your family before proceeding.

If you require a wheelchair but don’t own one, we will provide you with a basic wheelchair at no cost for short-term use until a seating assessment can be done, either at Baycrest or through a private seating clinic. This will help determine what kind of wheelchair would best suit your needs. At this point, someone will advise you about your options including costs for obtaining a chair.

Wheelchair maintenance
As part of our Wheelchair Maintenance Program, staff will clean and perform a safety check on your chair every four months for no added fee. More frequent maintenance service is available at extra cost. Let your Care Team know if you need service on your wheelchair.

Your chair will be picked up in the evening and returned in the morning before you need it. If a routine maintenance check finds that your wheelchair is unsafe and requires major repairs, it will be kept in our service department. With your approval and agreement to pay for any parts and service, repairs will be completed. (A temporary transport wheelchair will be provided until your chair is repaired and returned.)
Communication

Share your experience
We encourage residents and family members to express their opinions, whether compliments or concerns. Please bring any questions or concerns directly to any member of your Care Team or the Unit Director. Simply sharing your concern may be the quickest way to resolve a problem. If you feel that your concern is not being addressed please call 5707 to arrange to speak to the Director of care.

For general communication channels that apply to everyone at Baycrest, check your welcome package. The following ways to provide feedback are specific to the Apotex Centre.

Residents’ Advisory Council

The Residents’ Advisory Council represents the interests of residents living at the Apotex Centre. The group meets monthly to discuss matters affecting residents, to participate in problem solving, and to recommend improvements. Meetings are open to all residents. For information, please speak to your floor Recreationist.

Family Town Halls

Apotex Centre has a Family Town Hall that meets quarterly. This allows family members to meet and discuss mutual concerns, and to learn about matters affecting life at Baycrest. The main goal is to promote communication among families, staff and administration, to create a sense of community and to provide education. Meeting dates and times are regularly posted on the Family page of the Baycrest website http://www.baycrest.org/care/families-and-visitors/apotex-family-information-meetings/.

Family Advisory Council

Family Advisory Council members are individuals who currently have or used to have a loved one living in the Apotex. The Council’s mandate is to ensure open lines of communication between staff and families and to address broad issues of concern. For more information about the Council, speak with your Unit Director.

Ministry of Health and Long-Term Care

If you would like to raise a concern or complaint with someone outside Baycrest, you may contact a representative of the provincial Ministry of Health and Long-Term Care (Toronto Region) by calling the Ministry’s information hotline at 1-866-434-0144, 8:30 a.m. - 7:00 p.m., 7 days a week.
Rights, responsibilities and policies

Your rights and responsibilities
While you live at the Apotex Centre, you have the right to expect certain things. This includes professionalism, respect, quality care and service, open communication, privacy and more. In addition to having rights, residents have responsibilities. These include: respect for Baycrest property, complying with policies, and cooperating with your Care Team.

The following is the bill of rights for all residents of long-term care in Ontario, as stated in the Long-Term Care Homes Act, 2007, Service Ontario 2007, Chapter 8, Part II, Bill 140. Revised as per legislation July 1, 2010.

Residents’ Bill of Rights
Every licensee of a long-term care home shall ensure that the following rights of residents are fully respected and promoted:

1. Every resident has the right to be treated with courtesy and respect and in a way that fully recognizes the resident’s individuality and respects the resident’s dignity.
2. Every resident has the right to be protected from abuse.
3. Every resident has the right not to be neglected by the licensee or staff.
4. Every resident has the right to be properly sheltered, fed, clothed, groomed and cared for in a manner consistent with his or her needs.
5. Every resident has the right to live in a safe and clean environment.
6. Every resident has the right to exercise the rights of a citizen.
7. Every resident has the right to be told who is responsible for and who is providing the resident’s direct care.
8. Every resident has the right to be afforded privacy in treatment and in caring for his or her personal needs.
9. Every resident has the right to have his or her participation in decision-making respected.
10. Every resident has the right to keep and display personal possessions, pictures and furnishings in his or her room subject to safety requirements and the rights of other residents.
11. Every resident has the right to,
   i. Participate fully in the development, implementation, review and revision of his or her plan of care,
   ii. Give or refuse consent to any treatment, care or services for which his or her consent is required by law and to be informed of the consequences of giving or refusing consent,
   iii. Participate fully in making any decision concerning any aspect of his or her care, including any decision concerning his or her admission, discharge or transfer to or from a long-term care home or a secure unit and to obtain an independent opinion with regard to any of those matters, and
iv. Have his or her personal health information within the meaning of the Personal Health Information Protection Act, 2004 kept confidential in accordance with that Act, and to have access to his or her records of personal health information, including his or her plan of care, in accordance with that Act.

12. Every resident has the right to receive care and assistance towards independence based on a restorative care philosophy to maximize independence to the greatest extent possible.

13. Every resident has the right not to be restrained, except in the limited circumstances provided for under this Act and subject to the requirements provided for under this Act.

14. Every resident has the right to communicate in confidence, receive visitors of his or her choice and consult in private with any person without interference.

15. Every resident who is dying or who is very ill has the right to have family and friends present 24 hours per day.

16. Every resident has the right to designate a person to receive information concerning any transfer or any hospitalization of the resident and to have that person receive that information immediately.

17. Every resident has the right to raise concerns or recommend changes in policies and services on behalf of himself or herself or others to the following persons and organizations without interference and without fear of coercion, discrimination or reprisal, whether directed at the resident or anyone else,
   i. The Residents’ Council,
   ii. The Family Council,
   iii. The licensee, and, if the licensee is a corporation, the directors and officers of the corporation, and, in the case of a home approved under Part VIII, a member of the committee of management for the home under section 132 or of the board of management for the home under section 125 or 129,
   iv. Staff members,
   v. Government officials,
   vi. Any other person inside or outside the long-term care home.

18. Every resident has the right to form friendships and relationships and to participate in the life of the long-term care home.

19. Every resident has the right to have his or her lifestyle and choices respected.

20. Every resident has the right to participate in the Residents’ Council.

21. Every resident has the right to meet privately with his or her spouse or another person in a room that assures privacy.

22. Every resident has the right to share a room with another resident according to their mutual wishes, if appropriate accommodation is available.

23. Every resident has the right to pursue social, cultural, religious, spiritual and other interests, to develop his or her potential and to be given reasonable assistance by the licensee to pursue these interests and to develop his or her potential.

24. Every resident has the right to be informed in writing of any law, rule or policy affecting services provided to the resident and of the procedures for initiating complaints.
25. Every resident has the right to manage his or her own financial affairs unless the resident lacks the legal capacity to do so.

26. Every resident has the right to be given access to protected outdoor areas in order to enjoy outdoor activity unless the physical setting makes this impossible.

27. Every resident has the right to have any friend, family member, or other person of importance to the resident attend any meeting with the licensee or the staff of the home. 2007, c. 8, s. 3 (1).

Residents also have the right:
- To expect all staff to be advised of the above rights and to assume that all staff will respect the above rights;
- To expect all staff, upon being hired, and thereafter through in-service training, will have up-to-date knowledge of gerontology and geriatrics as these affect their roles and the resident’s life at Baycrest.

“Least use” of restraints
At Baycrest, we believe that clients should be allowed to maintain their dignity and independence. At the same time, we recognize our responsibility to provide a safe environment for our clients, and so we make every effort to identify and manage the risk factors that exist.

When all other interventions, including changes to the environment, have been tried and proven unsuccessful, restraints may be used if clients are at risk of causing serious bodily harm to themselves or others. In all cases, the least restrictive type of restraint will be used for the shortest period of time possible, according to the guidelines in our policy on physical restraints.

The use of restraints will be fully discussed and consent obtained from the resident and/or family members. Decisions involving restraints will be reviewed by the staff with the resident and/or family on a periodic basis. A copy of the policy can be obtained from your Unit Director.

Baycrest’s zero tolerance policy on abuse and neglect of clients
Everyone at Baycrest has the right to be free from all acts of violence that could threaten their physical or mental well-being, and they also have the right to expect that their possessions will be secure. Our policy sets out detailed expectations, definitions of abuse, actions to be taken and possible consequences of abusive behaviour. For more information, please contact your Unit Director.

Preamble
Baycrest is committed to providing a safe care environment for clients, which provides for their dignity, security, safety and comfort while meeting their physical, social, spiritual and cultural needs. All Baycrest clients have the right to be free from all acts of violence, exploitation, intimidation, humiliation and neglect that could threaten their physical or mental well-being.
Scope
This policy applies to the entire organization. Baycrest has a zero tolerance policy on abuse and neglect of its clients. This policy delineates a program of prevention of client abuse and neglect and describes the actions to be taken in the event of an alleged or known case of abuse/neglect of any Baycrest client.

Definitions of abuse
“Abuse” in relation to a client means physical, sexual, emotional, verbal or financial abuse, as defined below.

“Physical abuse” means: (i) the use of physical force by anyone other than a client that causes physical injury or pain; (ii) administering or withholding a drug for an inappropriate purpose; or (iii) the use of physical force by a client that causes physical injury to another client. Physical abuse does not include the use of force that is appropriate to the provision of care or assisting a client with activities of daily living, unless the force used is excessive in the circumstances.

“Sexual abuse” means: (i) any consensual or non-consensual touching, behaviour or remarks of a sexual nature or sexual exploitation that is directed towards a client by a licensee or staff member; or (ii) any non-consensual touching, behaviour or remarks of a sexual nature or sexual exploitation directed towards a client by a person other than a licensee or staff member. Sexual abuse does not include: (i) touching, behaviour or remarks of a clinical nature that are appropriate to the provision of care or assisting a client with activities of daily living; or (ii) consensual touching, behaviour or remarks of a sexual nature between a client and a licensee or staff member that is in the course of a sexual relationship that began before the client was admitted to the long-term care home or before the licensee or staff member became a licensee or staff member.

“Emotional abuse” means: (i) any threatening, insulting, intimidating or humiliating gestures, actions, behaviour or remarks, including imposed social isolation, shunning, ignoring, lack of acknowledgement or infantilization that are performed by anyone other than a client, or (ii) any threatening or intimidating gestures, actions, behaviour or remarks by a client that causes alarm or fear to another client where the client performing the gestures, actions, behaviour or remarks understands and appreciates their consequences.

“Verbal abuse” means: (i) any form of verbal communication of a threatening or intimidating nature or any form of verbal communication of a belittling or degrading nature which diminishes a client’s sense of well-being, dignity or self-worth, that is made by anyone other than a client, or (ii) any form of verbal communication of a threatening or intimidating nature made by a client that leads another client to fear for his or her safety where the client making the communication understands and appreciates its consequences.

“Financial abuse” means any misappropriation or misuse of a client’s money or property.
“Neglect” means the failure to provide a client with the treatment, care, services or assistance required for health, safety or well-being, and includes inaction or a pattern of inaction that jeopardizes the health, safety or well-being of one or more clients.

“Zero Tolerance” means with respect to acts of abuse and neglect, as defined in this policy. Baycrest may, where appropriate:

- Remove the perpetrator from the Baycrest workplace by security or the police;
- Discipline any employee or volunteer, up to and including summary dismissal for cause from employment or service;
- Report the conduct of any other person to their employer, supervisor and/or principal and/or to the police or the individual’s regulatory college;
- Initiate an investigation of any physician in accordance with the Public Hospitals Act and the Baycrest Hospital Medical Staff By-laws;
- Report the conduct to the Ministry of Health and Long-term Care where applicable.
- Police will be immediately notified of any alleged, suspected or witnessed incident of abuse or neglect of a Baycrest client that Baycrest suspects to be a criminal offence.

Policy

The following policy outlines the following areas for administration of this policy:

A. Reporting abuse and neglect
B. Support for the victim
C. Police involvement
D. Procedure for alleged abuser
E. Investigative procedure
F. Program evaluation and maintenance
G. Abuse and neglect prevention program

Reporting abuse and neglect

1. Baycrest has a zero tolerance policy on abuse and neglect. Therefore, abuse and neglect of Baycrest clients will not be tolerated under any circumstances.

2. All staff, physicians and volunteers of Baycrest are required to immediately report any known or alleged abuse or neglect that they have witnessed or become aware of. Such report is to be made to the area supervisor/manager and the reporter is also required to complete the on-line Safety Event Report (SERS). Failure to report alleged or known abuse and neglect will result in disciplinary action.

3. The Supervisor/Manager to whom the report is initially made is responsible for notifying the following parties immediately and conducting an initial investigation of the incident:
   - Director of Care, Apotex (in long-term care home) or Executive Director
   - Responsible Physician
   - Resource-on-Call (1700 to 0900 hours Monday to Friday; weekends, holidays), who will notify executive-on-call.
   - Ministry of Health and Long-Term Care (See 6 and 7 below)
4. Upon initial review, if it is substantiated that there is reasonable cause to believe that abuse may have occurred the Supervisor/Manager and Director of Care, Apotex (LTC) or Executive Director will report the incident to the following individuals:
   - Responsible Vice President
   - Director, Quality, Safety & Best Practice
   - Director, Volunteer Services (if alleged abuser is volunteer)
   - Director, Human Resources (if alleged abuser is an employee)
   - Vice President, Medical Services (if alleged abuser is a physician)
   - Director, Education (if alleged abuser is a student)

5. Where the client has a substitute decision-maker, the Supervisor/Manager will immediately notify them of the alleged, suspected or witnessed incident of abuse or neglect. Such notification must occur immediately in instances where the incident resulted in the physical harm of the client (i.e. Pain or distress that may be detrimental to client well-being). In no circumstances may such report occur later than twelve (12) hours following Baycrest staff becoming aware of any alleged, suspected or witnessed incident of abuse or neglect.

6. Per 3 above, immediate reports (mandatory reporting system during business hours) to the Ministry of Health and Long-Term Care may be necessary in the case of long-term care residents. This is the responsibility of the manager of the unit or program on which the alleged or known abuse or neglect was to have occurred. Refer to the attached appendix A in order to ascertain whether a mandatory report to the Ministry is necessary and the timeline for filing such reports. The after-hours number for this purpose is 1-800-268-6060.

7. In the long-term care home, where a mandatory critical incident report is required to be submitted to the Ministry of Health and Long-term care within 10 days of the incident, this report will be drafted by the Unit Director, reviewed by the Director of Care.

8. The Manager of the unit or program where the abuse or neglect is alleged to have occurred is responsible for completion and review of the Safety Event Report and any necessary follow-ups to that report.

9. With the exception of the reports and involvement of the parties as described above and the sharing of information as necessary to meet the immediate care needs of the client, complete confidentiality must be maintained throughout the process.

**Support for the victim**
1. The person witnessing or reporting the alleged abuse or neglect will ensure that the immediate needs of the client are attended to by notifying the person who is directly responsible for the care of that client. In in-patient areas, this will be the RN/RPN on duty on the client's home unit. In outpatient areas, the area supervisor/manager should be notified.

2. The person directly responsible for the client's care should ensure that a staff member is assigned to stay with the victim as long as necessary to provide support and comfort and to monitor the client's well-being. The client should be provided with privacy in order to discuss the incident if requested.
3. If police are to be notified, a staff member must stay with the client until police arrive and be prepared to stay with the client during any interviews at the client's request.

**Police involvement**

1. The manager may advise a victim (and/or family) of the alleged abuse as to possibility of laying criminal charges and assist with the process, if requested to do so. Baycrest will notify the police of any suspected or witnessed incident of abuse or neglect of a Baycrest client that Baycrest suspects to be a criminal offence. The Crown Attorney acts on behalf of the victim; therefore, there is no financial burden incurred by the victim when laying legal charges.

2. In addition to the requirement to report all cases of a criminal offence, the police may be consulted and called in by Baycrest at its discretion (following discussion with Baycrest counsel). In such cases, consultation with the appropriate Vice President should occur as well as notification to Security Services in advance of such report occurring.

3. If the police are involved, Baycrest’s investigative procedures will be coordinated with those of the police.

4. To protect the rights of individuals and the integrity of any police investigation, strict confidentiality must be adhered to throughout the investigation process.

**Procedure for alleged abuser**

**Employees**

1. All employees, alleged to have engaged in abuse or neglect of a Baycrest client, will be given an opportunity to share their perspective of the situation in advance of any final conclusion being made and actions decided upon related to them having engaged in a misconduct of this nature. For unionized employees, union representation is to be offered.

2. While the investigation is being conducted, the employee may be suspended with pay until the investigation is complete. Before suspending the employee, he/she should be questioned on the matter (for those employees who are unionized, a union steward must be present). Human Resources must be contacted to support the manager to initiate this paid suspension. Where a member of the Human Resources Department is not available, the Human Resources Department must be notified as soon as possible following the initiation of the paid suspension.

3. Staff members, physicians, and volunteers found to have committed abusive acts will be subject to disciplinary action, up to and including termination of employment for cause, notification of the relevant authorities and, where applicable, reporting to their governing professional regulatory body in accordance with, but not limited by, the Regulated Health Professions Act 1991.

**Volunteers**

1. The Manager of the unit or program will notify the Director of Volunteer Services or delegate immediately following becoming aware of any alleged client abuse or neglect by a volunteer.

2. While the investigation is being conducted, the volunteer may be suspended from his/her duties until the investigation is concluded. Suspension of the volunteer is a joint decision...
between the Director of Volunteer Services and the Manager of the Unit. Whenever possible, Volunteer Services must be contacted to support the manager to initiate this suspension. Where a member of the Volunteer Services Department is not available, the Volunteer Services Department must be notified as soon as possible following the initiation of the suspension.

**Students**

1. The Manager of the unit or program will notify the individual coordinating the student placement (i.e. Director, Nursing or Director, Health Disciplines) or delegate immediately following becoming aware of any alleged client abuse or neglect by a student.

2. While the investigation is being conducted, the student may be suspended from his/her duties until the investigation is concluded. Suspension of the student is a joint decision between the placement coordinator at Baycrest and the Manager of the Unit. The individual responsible for coordinating the student placement at Baycrest will be responsible for communicating with the educational institutions regarding the incident and Baycrest’s procedures. Whenever possible, coordinator of the student placement must be contacted to support the manager to initiate this suspension. Where this individual is not available, they must be notified as soon as possible following the initiation of the suspension.

**Physicians**

1. The Manager of the unit or program will notify the Executive Medical Director, Vice President of Medical Services and Chief of Staff or delegate immediately upon becoming aware of any alleged client abuse or neglect by a physician.

2. The investigation will be coordinated by the Department of Medical Services, and procedures under the Public Hospitals Act and the Baycrest Hospital Medical Staff By-law shall apply.

**Visitors (Families or Private Companions)**

1. Another Client - As soon as the manager becomes aware of any alleged client abuse by another client, steps must be taken to investigate and to try to reorganize the situation between the two clients. This may take the form of separating the two individuals with room changes, calling for a psychiatry or psychology consult, etc. The form of intervention will be highly situational and should be discussed with the primary care team members and/or members of middle or senior management, depending on the seriousness of the situation.

2. The perpetrator, if a client, may also be subject to actions including transfer to another unit and/or discharge if appropriate.

3. Family Member, Private Practitioner/Companion, Visitor - In the case of alleged client abuse by a family member, private practitioner, or visitor, an investigation must be initiated. While the investigation is being conducted, the alleged abuser should not be allowed on the unit on which the client resides if there is reasonable indication that abuse occurred. The family member, private practitioner should be questioned on the matter by the supervisor conducting the investigation. In the case of a private practitioner, Employment Services may be contacted to assist and advise during the investigation. The perpetrator, if a family member, private practitioner, or visitor, may be subject to actions including monitoring of or restrictions on
visiting privileges.

4. After Baycrest’s intervention, the situation will be monitored by the health care team and if it appears that the abuse is continuing the manager where the client resides is responsible to report this to the appropriate Vice President.

**Investigative procedure**

1. Supported by external agencies as appropriate, Baycrest has a responsibility to investigate all instances of alleged abuse or neglect. Any employees or volunteers of Baycrest who are alleged to have abused a client will be interviewed by the appropriate Vice-President or delegate in order to investigate the reported incident.

2. The Vice President of Clinical and Residential Services and CNE, in consultation with the Vice President of Medical Services, will designate an individual, to lead the investigation. This individual will lead an Investigative Task Group that will carry out the internal investigation and report its findings. Internal departments who may be involved in a review of this kind may include Quality, Safety & Best Practice, Human Resources, Occupational Health and Safety or others depending on the nature of the circumstances.

3. The unit/area Manager will be responsible for keeping the client and/or family informed as to developments in the investigation. (Cross Reference Administrative Policy VI-140 – Communication/Disclosure of Serious Events or an Unexpected Change in Health Status).

4. The Investigative Task Group should request a written and signed statement from the person who reported the incident of client abuse or neglect. Following a review of the statement this individual will be interviewed. The notes of the interview will be transcribed and signed by the interviewee to confirm the accuracy of the discussion. In the case of unionized employees, the individual will be offered union representation for the interview.

5. The Investigative Task Group should work with the Manager of the unit or program on which the alleged abuse or neglect occurred to secure all related evidence. Such items may include photographing any injuries and/or the environment, securing the client’s chart or other forms of clinical documentation, securing other pieces of evidence as appropriate, etc.

6. Based on the statement and interview of the person reporting the abuse or neglect the Investigative Task Group should determine whether there are individuals who may be potential witnesses to the incident or who may have information pertinent to the investigation. These individuals will be interviewed in a sequence to be determined by the Investigative Task Group. The notes of the interview will be transcribed and signed by the interviewee to confirm the accuracy of the discussion. In the case of unionized employees, interviewees will be offered union representation for the interview.

7. Following the collection of all evidence and interviews, the Investigative Task Group will interview the person who is alleged to have committed the abuse or neglect. This interview will be planned in advance by the Investigative Task Group. If the person is off work when the situation becomes known, the person must be interviewed before returning to active duty. If the person is on duty, the manager should remove that person from active duty in order to interview that person about the alleged abuse. In the case of unionized employees, the alleged abuser will be offered union representation for the interview. During the interview the alleged
abuser should be provided with an opportunity to hear the evidence that has been collected and be given the opportunity to respond to the findings. The notes of the interview will be transcribed and signed by the interviewee to confirm the accuracy of the discussion.

8. Once all interviews have been conducted, including the individual alleged to have engaged in the abuse or neglect, the Investigation Task Group will meet and review all evidence. They will generate a report for the appropriate Vice President which will detail the allegation, evidence, findings and which will include a recommendation.

Program evaluation and maintenance

1. On an annual basis the organization will evaluate the effectiveness of the abuse policy and abuse prevention program. This evaluation will be conducted by the Quality, Risk and Patient Safety Department and will include an analysis of abuse incidents that have occurred over the past year and how the policy/program is assisting in the prevention and the handling of abuse and neglect. The outcome of each review will be to recommend changes and improvements to the policy and program of abuse and neglect prevention and to prompt implementation of these recommendations.

2. A written record of each annual evaluation will be created and stored, including the names of people conducting the evaluation, the recommendations made and the dates that such recommendations were implemented. The record of the evaluation will be kept by the department of Quality, Risk and Patient Safety.

Cross-Reference Policies:
- VI-140 - Disclosure of Critical Incidents
- VI-141 - Client Incident (Safety Event) Response and Reporting
- II-300 - Follow-up for Client/Family Compliments and Complaints
- Long-term Care Homes Act, 2007 and its regulations
Baycrest abuse and neglect prevention program

Baycrest has an abuse and neglect prevention in keeping with all relevant legislation, including the Long Term Care Homes Act, 2007. This program is evaluated annually and records are kept with the responsible director for each program. The following outlines the abuse and neglect prevention program details:

Training on the existence of power imbalances between staff and residents and the potential for abuse and neglect by those in a position of trust, power and responsibility for resident care
An organization-wide preventative program is essential to fostering a working and living environment in which our all our clients will feel safe. Prevention of potential abusive or neglectful situations involves recognition of the importance of the trust that clients have for their caregivers, and the reciprocal responsibilities staff have to respect the inherent rights of those for whom we provide care and assistance. Clients come to Baycrest in need of services, and thus can feel vulnerable. They depend on staff for care and assistance. Staffs are in a position of trust and responsibility, and need to exercise this power in a manner supportive of client’s needs.

Identify measures and strategies to prevent abuse and neglect
Preventing abuse and neglect involves recognition of the importance of the staff understanding and having a respectful relationship in all interactions/care situations, and insight into one’s own behaviors and attitudes. Staffs need to be assisted in developing self-reflection in a safe work environment where they receive support. Supervisory and mentoring relationships will be utilized to enable staff to develop competencies in handling emotionally charged situations. Managers, employees and physicians have a responsibility to identify and manage areas of stress and discomfort that might develop in the direct-care relationship, to provide constructive support to assist the employee in diffusing stressful care encounters.

Training and retraining requirements for all staff
As per Ministry of Health and Long-Term Care, all direct care staff must receive training and retraining in abuse recognition and prevention; mental health issues, including care for persons with cognitive impairment, behavior management and minimization of restraint.

All staff in the residential programs/community programs will receive training, initially upon hire, annually as part of the core curriculum, and also intensively as appropriate, to ensure that clients’ needs are met and their rights respected. All Apotex staff will participate in a review of the expanded residents’ rights section of the LTCHA and abuse recognition and prevention. As a part of the prevention program, employees, physicians and volunteers will be trained upon hire through their orientation and annually thereafter as a part of the core curriculum on abuse and neglect. Such training will include a review of this policy. The education materials in both the orientation and the core curriculum will consist of material as per the Long Term Care Homes Act, 2007.
**Training on situations that may lead to abuse and neglect and how to avoid such situations**

Education will include preventative measures to identify potential environmental, social or psychological triggers to neglectful or abusive situations. Staff will be supported on a continual basis in their efforts to effectively respond to clients with unpredictable, challenging or responsive behaviors. Such program will include requirements for comprehensive written assessments on all clients, upon admission and updated as per legislative and discipline specific requirements, a plan of care with written approaches and strategies to deal with clients with responsive behaviors, and in-service educational focused on supporting the social and emotional needs of clients and their general mental health and well-being. Staff training on responsive behaviors and understanding circumstances within the social or physical environment that may be frustrating, frightening or confusing to a person and that might indicate unmet cognitive, physical or emotional needs of resident/client.

**Procedures and interventions to assist and support clients who have been abused or neglected or allegedly abused or neglected.**

- Upon being advised of alleged abuse/neglect, Unit director/delegate to provide support, counseling, as appropriate, to resident.
- Provide privacy for client to discuss incident, if indicated.
- Provide comfort, counseling, support, dependent on client’s emotional state and capabilities.
- Monitor resident’s general well-being for 24 hours, or as needed.
- Person responsible for client’s care amends care plan to address specific care needs/supports.
- Referrals to internal consultants, i.e. APN, SW, Psychiatry, as needed.
- In consultation with resident, notify most appropriate family member (or SDM if indicated), and offer and provide supports.
- If indicated by nature of incident, put in place preventative measures to prevent/decrease subsequent neglect/abusive incidents.
- Review care plan with team members within 7 days to evaluate effectiveness of care.

If you have any remaining questions or concerns after reviewing this handbook, please contact a member of your care team or a Unit Clerk on your floor for more information. Should you notice information that is out of date, please contact the Director of the Apotex Centre, Jewish Home for the Aged, at 416-785-2500 ext. 2162