

TRANSFORMING NURSING THROUGH KNOWLEDGE

Changing the Conversation: How BPSOs® are Leading the Way!

By *Irmajean Bajnok, RN, MScN, PhD,
Director, IABPG Centre, RNAO*

We often hear the phrase “let’s change the conversation”, which implies that how we talk about phenomena is how we think about it and how we behave in relation to it. I believe the Best Practice Spotlight Organization (BPSO) Designation program is helping to change the conversation about nursing in a number ways.



Irmajean Bajnok

First the focus on acknowledging nursing’s clinical/practice work and our ongoing quest for clinical excellence, is changing the conversation about what nurses do and how they do it. The best practice guidelines and the efforts to implement and sustain their use, as our BPSOs know well, have effectively sent the message that nursing is about its clinical and practice focus. Whatever the sector, the work we do with clients is our *raison d’être*. Nurses carry out important work in all roles, however, none is as critical as our work with clients along the health illness continuum. We know from our BPSOs that the focus on guidelines has provided greater attention to the direct care giving roles of nurses. We have changed the conversation and in doing so have signalled the importance of nursing practice.

Second, we have clearly ushered in a new era in nursing when it comes to evidence. It is one of the first pieces of data we hear from our new cohorts of BPSOs – the discussion about patient care includes what is best evidence. The language regarding evidence and the basis of interventions, policies and decisions made reflects the new appreciation of, and respect for, evidence in bringing consistency and clarity to practice decisions, management behaviours, and policy development. We have changed the conversation to focus on the need for best evidence to guide our practice and management decision-making.

Lastly, the ever-expanding focus on anticipated and actual outcomes of nursing work on patients’ health behaviours and clinical status is increasingly evident among all nurses. The availability of RNAO’s NQIRE (Nursing Quality Indicators for Reporting and Evaluation) data system, has enabled nurses to more readily link their evidence-based interventions to clinical and health outcomes, and of managers to link structural outcomes (for example, staff mix, absenteeism, model of care), to both process (nursing practices) and clinical outcomes. Because of this, nurses are better able to define the goals of their care, what they do and the difference it makes for patients. We have changed the conversation to include planned and actual outcomes discussions at the point of care as part of the care dialogue.

In all these areas, BPSOs with their systematic use of implementation science to introduce and sustain the use of BPGs are changing the conversation. Listen to nurses talk about the work they

do and you will hear more focus on clinical/practice excellence, evidence, and outcomes. Our words and conversations define what we value in nursing, what we focus on and ultimately the actions we take for our patients. Excellence in practice using best evidence to achieve enhanced outcomes, which we can monitor and measure, makes for better health care, which is our overall goal for patients everywhere.

Newest BPG Focuses on Person- and Family- Centred Care

By *Andrea Stubbs, BA, Project
Coordinator IABPG Centre, RNAO
(reprinted from In the Loop)*

The Person- and Family-Centred Care best practice guideline (formerly known as the guideline Client Centred Care) was developed to promote evidence-based practices associated with person- and family-centred care. It assists nurses and other health-care providers to acquire the knowledge and skills necessary for their practice. Person- and family-centred practices should

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China Latest Country to Join RNAO's BPSO Network

By Melissa Aziz, BA, Project Coordinator, IABPG Centre, RNAO

Another country is embracing best practices. Dr. Doris Grinspun, RNAO's CEO and Dr. Irmajean Bajnok, Director of the association's IABPG Centre travelled to Beijing in July to launch the first two BPSOs in China. They facilitated a week-long BPSO Orientation Institute from July 24-July 28. It included participants from Beijing

University of Chinese Medicine's School of Nursing and the Dongzhimen Hospital, as well as nurses and interprofessional staff from other organizations in China interested in becoming BPSOs. Attendees participated in the unveiling of BPSO plaques in the two new organizations, toured the facilities and met nursing staff and faculty. The institute's curriculum was based on RNAO's Implementation Toolkit and provided participants with

information on how to implement guidelines on pain management, chronic disease management and client-centred learning. The BPSOs are implementing the same guidelines and plan to foster stronger academic partnerships and student staff relationships while supporting each other in becoming BPSO Designates. Since first approaching RNAO six months ago, both organizations have determined the BPGs they will implement; identified the BPSO leads and implementation teams for each BPG; translated the Implementation Toolkit; and have begun translating the BPGs. Senior members of the two BPSOs say the work they are doing is consistent with the health care transformation already underway in China and reflects a stronger focus on nursing and its contribution to health care and patient outcomes.



Results of the team building activity at the opening session of the BPSO Orientation Launch in Beijing.



The group participates in the Roller Coaster of Change activity, regarding championing evidence-based practice in their BPSO.

Newest BPG Focuses on Person- and Family-Centred Care

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be used by nurses and other members of the interprofessional health-care team to enhance the quality of their partnerships with the person. The goal is to improve clinical outcomes and



experience of care through use of the evidence-based practices, which formed the basis of this guideline's recommendations.

On May 22, RNAO hosted a webinar for nurses and other health-care providers interested in evidence-based practices associated with person- and family-centred care.

The session focused on the

practice, education and system, organization and policy recommendations from the guideline. To access the archived webinar please visit RNAO.ca/bpg/person-care.

RNAO would like to give special recognition to Brenda Dusek for her strong leadership contribution during the Person-and Family-Centred Care BPG development and wish her well in her retirement.

RNAO's Annual Summer BPG Institute a Success

By Heather McConnell, RN, BScN, MA(Ed), Associate Director, IABPG Centre, RNAO

Nurses eager to learn more about how to implement best practices in their organizations took part in the 13th annual Clinical Best Practice

Guidelines Summer Institute. Hosted by RNAO, it was held from June 7 to 12 in Alliston at the Nottawasaga Resort and Conference Centre. This flagship event, which includes both a foundational and advanced stream, attracted nurses from across Ontario.

Attendees represented long-term care settings, acute care, community health, primary care, and other health-care sectors. Although the participants brought a range of perspectives from different practice settings, their common interest in learning more about guideline implementation gave those in attendance a unique opportunity

to network and share experiences and successful strategies.

The institute's curriculum provided nurses with theory, techniques and tools to help them gain a better understanding of evidence-based practice, how to identify outcomes, and measure results of various best practice guidelines. Nurses from various Best Practice Spotlight Organizations helped lead workshops and shared their own guideline implementation experiences. Participants worked in small groups to develop plans of action, including implementation, evaluation and sustainability. At the end of the week, attendees shared what they learned with each other. Tammy Dargie, a nurse at Toronto's St. Michael's Hospital summarized her reflections in a poem:



Introducing one of the Institutes small working groups.



Participants working together on sustainability planning.

One day RNAO came up with a plan,

To make BPSOs, all over this land.

The place that I work started using BPGs,

They were looking for champions – I said, "that's me".

I took on my project to make a change with my peers,

My excitement fell flat when I saw all the tears.

You don't want to do it?!?! But it's evidence-based!

I had to decide how to make an about-face.

So, I recognized good work and educated my friends,

Rewarded good practice – I got them all in the end.

RNAO sent us to camp, where we all had a ball,

Learning and planning to sustain it all!

The Nursing Best Practice Research Centre Celebrates its Annual General Meeting

By Janelle Arthurs, BScN (student),
Research and Administrative Assistant,
Nursing Best Practice Research Centre,
University of Ottawa

What began as an innovative research unit more than 15 years ago has now achieved inter-professional research centre status. The Nursing Best Practice Research Centre (NBPRC) celebrated that and more at its annual general

meeting on May 27. The collaboration between the University of Ottawa's (uOttawa) School of Nursing in the Faculty of Health Sciences and the Registered Nurses' Association of Ontario (RNAO) was front and centre during AGM festivities. The NBPRC's mission is to bring the best knowledge to nursing and health care, to enhance practice and to improve peoples' health and system outcomes.

During the event, Wendy Sword, Director and Associate Dean, brought welcoming remarks. Co-directors of the NBPRC, Dr. Irmajean Bajnok, who also leads RNAO's IABPG Centre and Dr. Barbara Davies (uOttawa), provided updates from RNAO and UOttawa and shared the highlights of the research centre's work over the past year. Several members discussed their current work. Dr. Wendy Gifford and Dr. Denise Harrison outlined the elements of the NBPRC China team project, which involves formal collaborations with nursing colleagues from Hunan University of Medicine in Hunan China. Two visiting scholars from Hunan University under the mentorship of Dr. Gifford and Dr. Harrison are in the process of completing two systematic reviews done exclusively on research that has been published in Chinese. The team plans to publish the results in Chinese and English. Dr. Bajnok provided an overview of RNAO's Best Practice Spotlight Organization (BPSO) designation program. Ghadah Abdullah shared the findings of her PhD dissertation research *Mentoring as a Knowledge Translation Intervention to Inform Clinical Practice*. Dr. Janet Squires outlined her research chair program entitled *Health Evidence Implementation*. In addition, an advisor from the Canadian Institutes for Health Research Knowledge Translation Program outlined several upcoming funding competitions while the Executive Director of the Canadian Nurses Foundation discussed scholarship funding for graduate students.

Three undergraduate summer research students in attendance said the day was an excellent opportunity for networking with faculty, prominent researchers, and clinical leaders. The connections NBPRC membership offers represent invaluable support for students who want to pursue graduate studies and a research career. All members who attended said they valued this networking opportunity.



NBPRC Co-Directors **Dr. Barbara Davies** (L) (uOttawa) and **Dr. Irmajean Bajnok** (RNAO) presenting on the mission and vision of the NBPRC.



Dr. Janet Squires, Director and Associate Dean of the School of Nursing at uOttawa, providing welcome and opening comments to NBPRC members.

Sparking Discussions About Abuse and Neglect of Older Adults

By Verity White, BSc, Project Coordinator, RNAO and Teresa Tibbo, RPN, Staff Educator/BPO Lead/BPSO Liaison, Parkview Manor Health Care Centre

Parkview Manor Health Care Centre, one of RNAO's Long-Term Care Best Practice Spotlight Organizations (LTC-BPSO), was searching for an engaging tool to spark discussion about the potential for abuse and neglect of older adults by staff members. Unable to find an appropriate resource, they decided to develop videos depicting some of the more subtle forms of abuse and neglect that could take place within a long-term care home. Together with support from RNAO and with funding from the

New Horizons for Seniors Program, staff from Parkview Manor and RNAO as well as local actors from the Chesley area created five videos, which illustrate interactions between staff and residents in a long-term care setting. The videos provide fictional examples of abuse or neglect, which can be viewed and discussed as part of a comprehensive education program to prevent and address this problem. The video scripts were created by a team from Parkview Manor along with Suzanne Sweeney, RNAO's Long-Term Care Best Practice Coordinator for the South West Local Health Integration

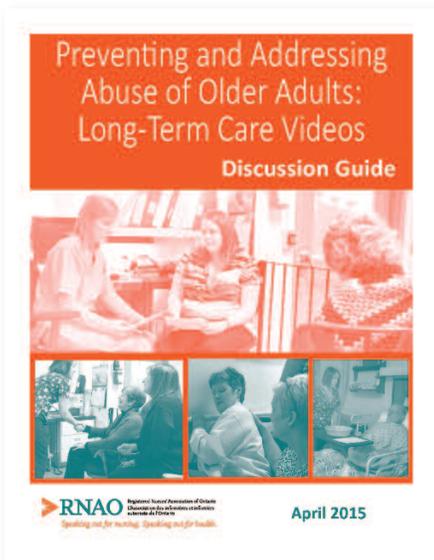
Network (LHIN). The exchanges in the videos demonstrate positive and negative attitudes and behaviours and are designed to prompt staff to talk about topics such as factors affecting their work, healthy work environments and how language and tone can be interpreted.

The videos are accompanied by a discussion guide, which was developed for use by educators or

facilitators. The discussion guide is intended to promote critical thinking, enhance learning and generate conversation. The guide highlights key points for discussion, outlines questions and possible responses and provides tips for the facilitator. It is hoped that

the videos will help provide staff with a better understanding of their responsibilities of responding to such instances, offer opportunities to reflect on their ideas and thoughts about what may be considered abuse or neglect, and lead to better processes and improvements in the workplace.

The videos and discussion guide are listed as part of the 'Best Practice Success Kit', a group of tools and resources created for *Addressing Abuse of Older Adults – an RNAO Initiative*, and can be accessed through RNAO's website at RNAO.ca/elder-abuse.



Kingston's Hotel Dieu Hospital Marks its Designation as a BPSO During Hospital-Wide Celebration

By Jennifer O'Neil, RN, BScN, MAEd, BPSO Project Manager, Hotel Dieu Hospital

Staff at Hotel Dieu in Kingston celebrated the hospital's designation as a Best Practice Spotlight Organization on May 6. This designation is the result of a rigorous three-year process during which the hospital implemented and evaluated five RNAO Best Practice Guidelines (BPG). They include: enhancing client-centred care; preventing falls and related injuries; assessing and managing pain; reducing foot complications for people with diabetes; and assessing and managing foot ulcers for people with diabetes.

Approximately 80 staff members attended the event, which featured a special presentation with remarks by BPSO project lead Jane Warner, Jennifer O'Neil, BPSO project manager and the hospital's board chair Sherri McCullough. RNAO board member Denise Wood was also on hand to represent the association. Irmajean Bajnok, director of RNAO's IABPG Centre, congratulated the team via video presentation.

The speakers thanked the five interprofessional teams that dedicated themselves to implementing the BPGs – including putting into place new assessment practices, patient education materials, and setting up staff training modules. They also congratulated the teams for incorporating BPGs into the daily practice of nurses and other health professionals with the common goal to enhance patient care as well as improve the safety and the quality of their work environment.

In addition to formal remarks, hospital staff had the opportunity to look at poster displays, slideshows and YouTube videos that highlighted the achievements and lessons learned by Hotel Dieu's guideline implementation teams as well as the hospital's BPSO achievements at the corporate level.



Continence Best Practice Guideline Implementation: An Advanced Clinical Practice Fellow's Experience

By Deborah Lappen, RN, MScN,
GNC(C), Rehabilitation Nurse,
Baycrest Health Sciences, Toronto

Baycrest Health Sciences was among a number of health organizations that received designation as a Best Practice Spotlight Organization (BPSO) from the Registered Nurses' Association of Ontario (RNAO) in April. Baycrest implemented two Best Practice Guidelines (BPG) across the organization and three others on selected clinical units. One BPG in particular, *Promoting Continence Through Prompted Voiding* was selected due to the high number of people we care for who are incontinent.

I chose to focus my Advanced Clinical Practice Fellowship (ACPF) on developing a deeper understanding of the implementation process, and centred my experience on the continence guideline.

Under the guidance and direction of my mentor Amy Davignon, an advanced practice nurse, we successfully integrated new documentation tools, including a continence assessment, an algorithm for assessment decision-making, a three day bowel and bladder diary and a toileting schedule protocol. To support implementation, I facilitated focus groups and team meetings, engaged with continence champions, created an education/communication board, helped incorporate continence discussions during rounds, orchestrated an equipment audit and submitted a proposal to the unit manager for additional toileting equipment. I reviewed the latest edition of RNAO's *Toolkit: Implementation of Best Practice Guidelines*, conducted literature reviews on implementation and evaluation strategies, and attended a Best Practice Champions workshop during the course of my fellowship.

A pre/post implementation survey showed a greater uptake of continence care practices, higher scores for a multidisciplinary approach as well as sufficient team communication for nurses and the team at large. Higher

numbers of patients also reported being informed of continence care plans at discharge. I presented these findings for nursing and other health professionals at our organization during Nursing Week in May.

The experience taught me that facilitating change is most effective when you cultivate relationships and build staff capacity. Engaging champions, maintaining a consistent

presence on the implementation unit, and celebrating success along the way are essential ingredients for sustaining change. I am deeply grateful to RNAO and for the support that I have received from my mentor and mentoring team, as well as others within my organization. I feel very fortunate to have been chosen for this fellowship, and I have gained knowledge and skills that will last me a lifetime.

The image shows an education board titled "CONTINENCE" with a subtitle "WHAT'S HAPPENING IN THE MONTH OF...". The month "November" is highlighted with a red and white leaf graphic. Below this, a purple arrow points to the title "Filling out a Bowel/Bladder Diary". The board lists six steps for implementation:

- Step 1:** Do **Continence Assessment** (due 7 days post-admission)
- Step 2:** Determine if patient is appropriate for doing a **3-day bowel/bladder diary and toileting schedule** (see process map to determine eligibility)
- Step 3:** Do **3-day bowel/bladder diary** (see example below)
- Step 4:** Analyze 3-day diary to determine **prompted voiding schedule** (see example below)
- Step 5:** Place toileting schedule in **Kardex and in MAR** (back side of plastic sleeve with patient's picture)
- Step 6:** Maintain toileting schedule to **promote continence through prompted voiding** and re-evaluate as needed

Two arrows point from Step 3 and Step 4 to a sample "Promoted Voiding Schedule" form. The form includes columns for "Time", "Toileted", "Bowel", and "Bladder". A handwritten note on the form says: "After doing 3-day bowel/bladder diary for consistent time patterns to develop toileting schedule". Below the form is a "TIP: Look at recurring patterns of toileting times to determine toileting schedule".

At the bottom right, contact information is provided: "For more information contact: Deborah Lappen, RN (Hospital 3 West) dlappen@baycrest.org Amy Davignon, APRN adavignon@baycrest.org".

Education/communication board highlighting the steps to filling out a bladder & bowel diary and creating an individualized toileting schedule.

Celebrating RNAO's Annual Nursing Career Showcase

By Erica D'Souza, BSc, GC, DipHlthProm, Project Coordinator, IABPG Centre, RNAO

Over 650 nurses attended RNAO's Nursing Career and Professional Development Showcase in May. It took place at the end of Nursing Week and offered nurses an opportunity to connect with potential employers, learn about the various areas of practice within nursing, and access tools and resources to help improve their resume or job searching techniques.

This year, twenty-six exhibitors took part featuring career opportunities within their organizations, highlighting innovations in clinical excellence and showcasing healthy work environment programs. RNAO was pleased to have representatives from several Best Practice Spotlight Organizations including London Health Sciences, Niagara Health System, Saint Elizabeth Health Care and VHA Home Healthcare attend.

In addition to the formal presentations, resume review workshops, and exhibits, the Toronto Star Nightingale Award

was presented to Sharon Lawlor, a crisis nurse with the Toronto Police Mobile Crisis Intervention Team. Attendees, whether they were students or new grads, mid or late career nurses, said they left the event feeling inspired and proud of the nursing profession.



Exhibitor from Trillium Talent Resource Group talking to nurse attendee.



Dr. Irmajeen Bajnok (far left) with Toronto Star Nightingale Aware recipient and nominates (L-R) Maj. Stephanie Smith, One Canadian Field Hospital; Sharon Lawlor, Toronto Police Mobile Crisis Intervention Team; Catherine King, the Toronto Star; Renford Jeffrey, CAMH; Joyce Rankin, Street Health Community Nursing Foundation; and Dr. Doris Grinspun (far right).

New Guideline Seeks to Help Clients Who Use Substances

By Sabrina Merali, RN, MN, Program Manager, IABPG Centre, RNAO

A new guideline designed to help clients with substance use issues was released this spring by RNAO. *Engaging Clients Who Use Substances* was released in March and is available to nurses and other health-care professionals across all sectors of the health system. The guideline was developed by a diverse panel of experts in the fields of public health, primary care, acute care, mental health, home care, long term-care and academia. Over 60 stakeholder reviewers representing health-care professionals and clients with lived experience of substance use provided feedback,

which the panel used to enhance the document prior to its release

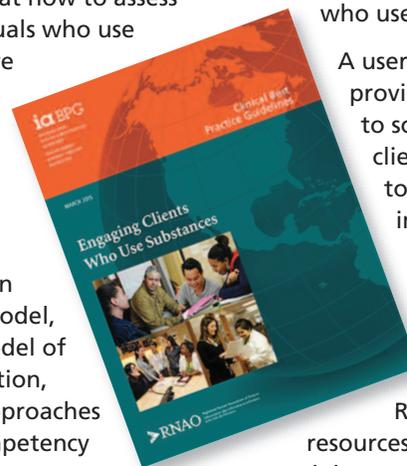
The guideline looks at how to assess and support individuals who use substances and/or are experiencing a substance use disorder. It is based on a number of principles including social determinants of health, population health promotion model, trans-theoretical model of change, harm reduction, trauma-informed approaches to care, cultural competency and safety and recovery oriented perspectives. It contains practice, education, organization and policy recommendations to support nurses and other team members to effectively screen for substance use,

conduct a comprehensive assessment, identify areas of support and provide interventions to assist clients who use substances.

A user friendly algorithm provides a step-wise approach to screen, assess and support clients, which is intended to assist practitioners implementing practice and education recommendations.

To help support implementation of the recommendations,

RNAO has created other resources such as eLearning modules, workshops, and a monthly webinar series. For more information and to access the guideline and implementation resources, please visit RNAO.ca/mentalhealth.



Summer BPG Specials

For a limited time only, the IABPG Centre is offering 50 per cent off the regular price of select clinical and healthy work environment guidelines.

Clinical:

- *Nursing Care of Dyspnea: The 6th Vital Sign in Individuals with Chronic Obstructive Pulmonary Disease (COPD)*
- *Breastfeeding Best Practice Guidelines for Nurses*
- *Adult Asthma Care Guidelines for Nurses*
- *Primary Prevention of Childhood Obesity*
- *Promoting Safety: Alternative Approaches to the Use of Restraints*
- *Prevention of Falls and Fall Injuries in the Older Adult*
- *Interventions for Postpartum Depression*
- *Risk Assessment and Prevention of Pressure Ulcers*



Healthy Work Environment (HWE):

- *Developing and Sustaining Effective Staffing and Workload Practices*
- *Preventing and Managing Violence in the Workplace*
- *Developing and Sustaining Interprofessional Health Care*
- *Preventing and Mitigating Nurse Fatigue in Health Care*
- *Workplace Health, Safety and Well-Being of the Nurse*

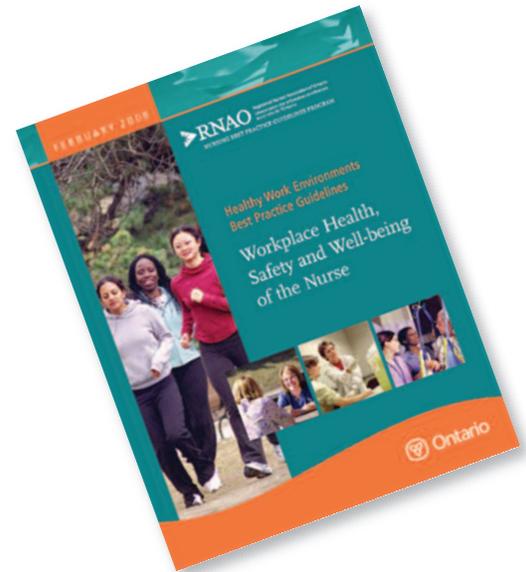


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visit our website at RNAO.ca/bpg or call/email the sales office 416-907-7965, jburriss@RNAO.ca.

Sale ends **October 31, 2015** so purchase your copies today!

Standard shipping rates & HST apply. Please note that all sales are final.



Upcoming Events

Program details and registration information for the following events can be accessed through RNAO's website at RNAO.ca/events.

- **Healthy Work Environments Institute**
September 20-25, 2015
Kingbridge Conference Centre, King City
- **Motivational Interviewing Workshop**
October 8-9, 2015
Radisson Admiral Hotel, Toronto
- **Chronic Disease Management Institute**
October 25-30, 2015
Radisson Admiral Hotel, Toronto
- **Designing and Delivering Effective Education Programs**
November 30 - December 4, 2015
Radisson Admiral Hotel, Toronto



IABPG Newsletter Editors:

Andrea Stubbs, Heather McConnell and Marion Zych.

Please send comments/inquiries to Heather McConnell, Associate Director, IABPG Centre by email hmcconnell@rnao.ca, by fax 416-599-1926, or by mail to 158 Pearl Street, Toronto, ON M5H 1L3.

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