

# TRANSFORMING NURSING THROUGH KNOWLEDGE

## Demonstrating Value – BPSOs® and their Impact

By Valerie Grdisa, RN, MS, PhD, director, IABPG Centre, RNAO



Valerie Grdisa

My first few months as director of RNAO's IABPG Centre have been inspiring, invigorating, and also very busy. Sitting down to write my first column for this newsletter provided me with a great opportunity to reflect on all I have learned so far, on the history of this amazing program, and on the future ahead.

I may be new as director, but I am a long-time RNAO member and long-time admirer of the BPG and BPSO programs. Over the past few months, it has been such a privilege to see how the elements of these programs all come together, and to meet the people who make them tick. Working closely with Heather McConnell, associate director of guideline implementation and knowledge transfer, Irmajean Bajnok, former director of the IABPG Centre, and Doris Grinspun, CEO, has helped me develop a deeper understanding of the ever-evolving BPSO program, and the current status of designate and pre-designate BPSOs within Ontario, across the nation, and around the globe. Thank you to Heather, Irmajean and Doris for supporting me in this seamless transition.

I have had the opportunity to meet with so many BPSOs, both virtually and through a number of events, including knowledge exchange teleconferences,

workshops, institutes, NQuIRE™ boot camps, and most recently, at the 2017 BPSO Knowledge Exchange Symposium. I have thoroughly enjoyed reading the bi-annual BPSO reports and learning about all of your innovative implementation and sustainability strategies that are making a difference for patients, your organizations and health systems.

I'm proud to say RNAO home office strives to support BPSOs with the most strict BPG development process, the most effective implementation strategies, and the most informative evaluation methods using the highest quality data system: NQuIRE. I have seen the benefits of these efforts first-hand. From the day the BPGs were first published, I have implemented several into practice settings as a clinical nurse educator, nurse practitioner, and health system manager. I also integrated BPGs into course curriculums as a faculty member and administrator at several academic institutions, and led evidence-based solutions in health and nursing policy as senior nursing advisor for the Government of Alberta. RNAO's BPGs and the BPSO designation demonstrate how nursing best practices improve patient outcomes, as well as organizational and health system performance.

There has been a lot of activity in the guideline development portfolio as of late, led by associate director Michelle Rey, including the publication of six BPGs: *Delirium, Dementia, and Depression in Older Adults: Assessment and Care (Second Edition)*; *Assessment and Management of Pressure Injuries for the Interprofessional Team (Third Edition)*; *Practice Education in*

## SPRING 2017

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*Nursing; Developing and Sustaining Safe, Effective Staffing and Workload Practices (Second Edition); and Intra-professional Collaborative Practice among Nurses (Second Edition)*. Four more BPGs will be published this spring, and we have recently launched three panels for BPGs on supervised injection services, sustaining breastfeeding, and falls prevention. At RNAO home office, we are committed to bringing the health-care community BPGs that meet international guideline standards.

I have enjoyed digging into the evaluation and monitoring portfolio, led by associate director Yaw Owusu, to better understand the NQuIRE indicators and how they demonstrate the value of all of your efforts. NQuIRE provides BPSOs with real-time evidence regarding the impact your BPG implementation strategies are having on process and outcomes indicators. The new auto-generated NQuIRE reports show indicator trends that clearly demonstrate the effectiveness of your implementation strategies, and I am curious to know how these reports are being used to compare results internally and promote meaningful data sharing and benchmarking. The evaluation

cont' on pg 8...

# Reflections... I may be gone, but you're not forgotten

By *Irmajeen Bajnok, RN, MScN, PhD, former director, IABPG Centre, RNAO*

What a great opportunity I have been given to share my reflections as I shift my energies away from the RNAO IABPG Centre – and my beloved BPSOs – to another phase of my most cherished career in nursing. For more than 10 years, I have had the privilege of leading an amazing team of committed staff at RNAO who have worked together to bring to life the vision of the Centre to focus on rigorous guideline development, uptake of best practice guidelines, and



**Irmajeen Bajnok** (centre), former director for RNAO's IABPG Centre, poses with representatives from BPSO China.

the evaluation of outcomes. With this terrific team, and all of our partners, including individual champions, organizational BPSOs across all sectors and around the world, and other stakeholder groups, what we have all accomplished together has been outstanding. Because this is so clearly demonstrated in the work and the impact of our BPSOs, I thought it would be most fitting if I used this opportunity to share what a BPSO means to me. BPSOs are...

- risk-taking organizations all around the world that boldly look at their outcomes, processes and structures and publicly proclaim we can do better. And they do.
- organizations that support their front-line staff and help them step into the spotlight as they lead their teams to make practice change.
- incredible examples of what can



Former RNAO IABPG Director **Irmajeen Bajnok** (left) joins representatives from BPSO Jamaica alongside RNAO CEO **Doris Grinspun** (right) at a BPSO Symposium.

happen when an organization decides to embrace change for all the right reasons.

- organizations that focus on using evidence in practice, systematically monitoring the results, and embracing staff at the front line all the way.
- organizations that have leaders who really care about what happens at the staff/patient interface because, at the end of the day, it is the only thing that really matters.
- organizations that commit time, energy and other resources to the process of change when adopting best evidence.
- organizations across all sectors that reap countless benefits for their patients, their staff, and their entire organization throughout the BPSO designation process, from achieving designation and beyond. They sustain and spread their work and mentor others.
- organizations that we all want in our health systems across the globe: organizations that embrace evidence-based practice, build a team of committed, engaged staff, enact wise leadership, and provide client-centred care to patients who benefit with better outcomes.

I am proud and honoured to have been there with you all as you have taken the steps, sometimes giant ones, and sometimes baby ones, to become BPSOs. Thank you for embracing RNAO as your partner in evidence-based practice.



**Irmajeen Bajnok**, former director, IABPG Centre, addressing new long-term care BPSOs.

# New guideline provides evidence-based implementation strategies for eHealth solutions

By Rita Wilson, RN, MN, MEd, program manager, IABPG Centre, and Tanya Costa, BA, project co-ordinator, IABPG Centre, RNAO

In an increasingly digital world, health organizations are recognizing the potential for eHealth to improve the flow of information among health professionals to support the delivery of services and the management of systems. By implementing eHealth solutions, organizations can enhance the quality and safety of the care and services they provide.

RNAO is delighted to announce the publication of its best practice guideline, *Adopting eHealth Solutions: Implementation Strategies*. This timely, evidence-based guideline was developed in partnership with Canada Health Infoway as a key resource to assist health executives, nurses and other health professionals effectively lead and support the implementation and adoption of eHealth solutions across the globe.

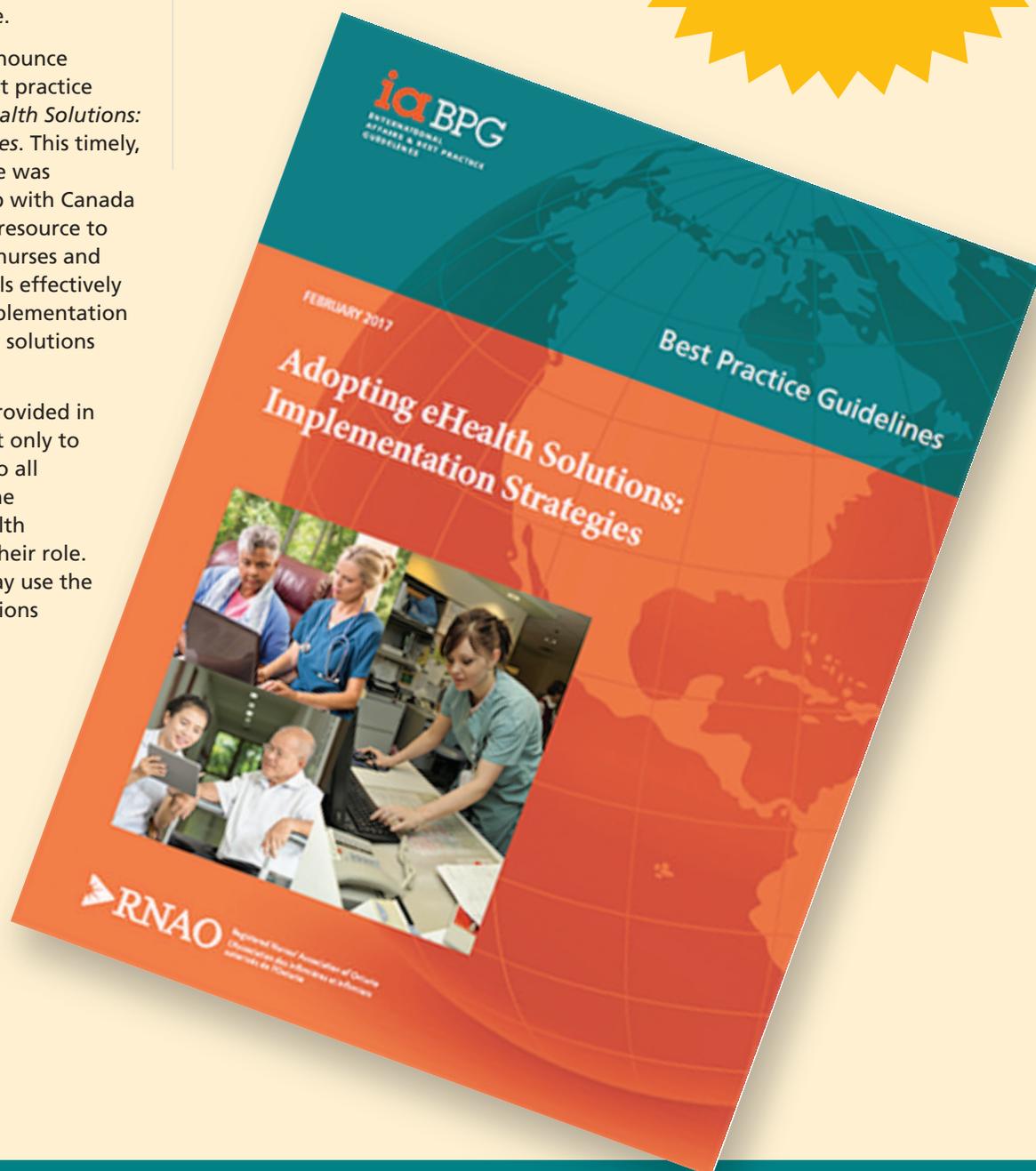
The recommendations provided in the BPG are targeted not only to organizations, but also to all individuals involved in the implementation of eHealth solutions, regardless of their role. Academic institutions may use the education recommendations

to develop or enhance their eHealth curricula. And individuals who lead, facilitate, or support eHealth initiatives at the regional, jurisdictional, or national levels may find the system/policy recommendations useful for developing policies, procedures and protocols.

The guideline is now available online for free download at [RNAO.ca/BPG](http://RNAO.ca/BPG), and will be available for purchase this spring.

**Adopting  
eHealth Solutions:  
Implementation  
Strategies**

**NOW AVAILABLE!**



# Now Available: *Developing and Sustaining Safe, Effective Staffing and Workload Practices, Second Edition*

By Oliwia Klej, HBSc, project co-ordinator, and Althea Stewart-Pyne, RN, MHSc, program manager, IABPG Centre, RNAO

RNAO's International Affairs and Best Practice Guidelines Centre is excited to announce the release of its newest system and healthy work environment best practice guideline, *Developing and Sustaining Safe, Effective Staffing and Workload Practices, Second Edition*.

This BPG replaces *Developing and Sustaining Effective Staffing and Workload Practices*, originally published in 2007. It focuses on

evidence-informed staffing and workload recommendations that can be implemented to benefit patients, nurses, other health providers and organizations, and informs decision making. The expert panel was co-chaired by Linda Silas, RN, BScN, president, Canadian Federation of Nurses Unions (CFNU), and Tracy Kitch, RN, MScN, president and CEO, IWK Health Centre.

Appropriate nurse staffing and manageable workloads are essential to the efficient operation of health-care organizations and to the delivery of safe care to patients. Staffing levels and workloads are also important for nurses' quality of life.

This highly anticipated guideline focuses on the changes

needed in practice, education and policy in order to create healthy working environments that provide:

- effective and collaborative workload planning and management strategies
- reliable tools and methodologies to predict, measure and validate nursing workload
- appropriate nursing productivity indicators
- reasonable work assignments, to help ensure nurses are not functioning beyond their individual productivity capacity
- appropriate resources for nurses to carry out their work
- adequate staff to perform all required elements of care
- an appropriate mix of professional nursing staff practising to their full scope
- educational opportunities to maintain and enhance professional competencies.

The guideline is currently available for free download at [RNAO.ca/BPG](http://RNAO.ca/BPG). A hard copy is also available for purchase at [shop.RNAO.ca](http://shop.RNAO.ca)



*Developing and Sustaining Safe, Effective Staffing and Workload Practices, Second Edition* is now available online and in hard copy.

[RNAO.ca/BPG](http://RNAO.ca/BPG)

# Celebrating clinical excellence at the annual BPSO Knowledge Exchange Symposium

By Citlali Singh, project co-ordinator, BPSO and NQuIRE, IABPG Centre, RNAO, and Heather McConnell, RN, BScN, MA(Ed), associate director, IABPG Centre, RNAO

Best Practice Spotlight Organizations (BPSO) from Ontario and Jamaica attended the BPSO Knowledge Exchange Symposium in Toronto on March 7, and additional international BPSOs joined virtually. This annual forum provides BPSO leads/liaisons, champions from all sectors, researchers, and RNAO staff to come together to share challenges, accomplishments, and to learn from each other. The event was hosted by Valerie Grdisa, the director of the IABPG Centre, who met the BPSO assembly for the first time and brought opening remarks. RNAO CEO Doris Grinspun provided the opening plenary session entitled Spreading and scaling up evidence-based nursing practice worldwide: Past, present and future. The talk gave the audience much to think about with regards to the impact of their work.

The Symposium also included several rapid knowledge exchange sessions, facilitated by BPSO leaders from a range of sectors.

Thunder Bay Regional Health Sciences Centre shared its approach to marketing and keeping its BPSO work at the forefront. Leeds, Grenville & Lanark District Health Unit discussed its successful approaches to leveraging student placements. A focus on engaging staff during orientation was shared by Trillium Health Partners. St. Joseph Health Care London discussed working with the interprofessional team to enhance evidence-based

practice. And Toronto's St. Michael's Hospital shared its approach to supporting champions through a community of practice.

Additional knowledge exchange workshops allowed participants to discuss topics of mutual interest, including: person and family centred care (facilitated by Niagara Region LTC, Scarborough and Rouge Hospital, and Grey Bruce District Health Unit); the use of technology to support guideline uptake (Bayshore Health Care and Bluewater Health); an overview from the University Hospital of the West Indies, discussing their approach to starting their BPSO work and a "falls huddle" with representatives from West Park Health Centre, William A George ECU, and the Royal Victoria Hospital.

Anne Sales, adjunct professor at the University of Michigan School of Nursing, was in attendance to share her reflections on using implementation research principles in practice, and to engage in discussions about this with the participants. Rob Bonner, director of operations and strategy for the



**Bob Bell**, Deputy Minister of Health and Long-Term Care, addresses attendees at RNAO's Annual BPSO Symposium.

Australian Nursing and Midwifery Federation, joined the event virtually from Australia, sharing that country's insights on the financial impact of evidence-based practice. The day was closed by former IABPG Centre director Irmajejan Bajnok, who received a rousing standing ovation.

Attendees say they left the Symposium with renewed energy, anticipating ways to continue to enhance their efforts to lead and support evidence-based practices in their workplaces.



Members of RNAO's executive team (centre, left to right, front row) **Heather McConnell** (grey blazer), associate director, guideline implementation and knowledge transfer, RNAO; **Doris Grinspun**, CEO, RNAO; **Irmajejan Bajnok** (standing, behind), former director of the IABPG Centre, RNAO; and **Valerie Grdisa** (kneeling in black), director, IABPG Centre, RNAO, join attendees at the annual BPSO Symposium.

# RNAO welcomes five new long-term care organizations to its Best Practice Spotlight Organization (BPSO) designation program

By Carol Holmes, RN, MN, GNC(C), program manager, Long-Term Care Best Practices Program, RNAO

On April 6, RNAO launched a new cohort (D) for its Long-Term Care BPSO Program for the 2017-2020 pre-designation period. Five new organizations have joined the previous three cohorts, bringing the total number of long-term care (LTC) homes participating in the program to 29. RNAO's newest LTC-BPSO pre-designates are located across the province, and represent seven LTC homes:

The Corporation of the County of Bruce owns and operates two LTC homes: Brucelea Haven in Walkerton, and Gateway Haven in Wiarton. Its vision for both homes is "...to be recognized as a leader in LTC and continue to advance in the provision of compassionate and professional LTC services for residents..."

Fiddick's Nursing Home is a privately owned and operated LTC home in Petrolia. Administrator Michael Fiddick

says: "Each and every resident will be cared for as if they were one of our own family members."

Holland Christian Homes owns and operates two manors: Faith Manor and Grace Manor, which are located across the street from one another in Brampton. Its aim is to adopt effective and consistent approaches to implementing and evaluating best practice guidelines (BPG) through its new partnership with RNAO.

Markhaven Home for Seniors has been serving Markham and the surrounding area for more than 50 years. It says it is "...committed to the physical, emotional and spiritual well-being of residents. We strive to have excellent service for residents of every culture in a supportive, caring Christian environment, and to maintain a high level of dignity and individuality."

Nipigon District Memorial Hospital (NDMH) provides in-patient acute care, long-term and chronic care services,

and ambulatory services to residents of the Nipigon catchment area in northwestern Ontario. Its mission is to "...deliver excellence in rural health care with our partners, for all residents in our communities."

These five organizations chose to partner with RNAO to create evidence-based cultures through the systematic implementation of multiple RNAO BPGs. They joined RNAO staff at the launch event and were welcomed into the program by CEO Doris Grinspun, IABPG Centre Director Valerie Grdisa, and Assistant Deputy Minister of Health Workforce Planning and Regulatory Affairs, Ontario Ministry of Health and Long-Term Care, Denise Cole. RNAO's leaders shared their vision for the BPSO designation, reviewed the partnership requirements between RNAO and the LTC homes, and highlighted the impact nurses are having on clinical outcomes through the promotion and implementation of evidence-based practices.



(left to right) RNAO BPSO coach **Rebecca de Witte** will work with **Agnes Frankruyter** (Faith Manor), **Kaitlan Lavoilette** (LTC BPSO Liaison for Faith and Grace Manor) and **Tracy Kamino** (Faith Manor).

# Welcoming four new international BPSOs

By Melissa Aziz, BA, project co-ordinator, IABPG Centre, RNAO

The International Affairs and Best Practice Guidelines Centre welcomes four new international BPSOs.

Two are in Italy, reporting to BPSO host Collegio IPASVI Milano-Lodi-Monza e Brianza,

a regulatory nursing organization with more than 24,000 members. The remaining two are in China, at Peking University First Hospital and West China Hospital, Sichuan University.

Italy's San Raffaele Hospital, founded in 1969, is a leading health-care and research institution. It is affiliated with Vita Salute San Raffaele, University of Milan, and will be implementing the following three guidelines during the three-year pre-designation period:

- Assessment and Care of Adults at Risk for Suicidal Ideation and Behaviour
- Promoting Safety: Alternative Approaches to the Use of Restraints
- Stroke Assessment Across the Continuum of Care

San Raffaele Hospital representatives say they have a particular interest in these health issues, and they look forward to implementing the guidelines throughout their organization.

Vita Salute San Raffaele, University of Milan, is comprised of three departments: psychology, medicine/surgery, and philosophy. The school of nursing will implement the same three BPGs as San Raffaele Hospital in the pre-designate period. The guidelines will be integrated into the graduate nursing program

curriculum, particularly in existing teachings and special seminars for students. The overall goal of this initiative is to enhance nursing students' knowledge, attitude, and skills in the use of BPGs in theory and clinical courses.

China's Peking University First Hospital, founded in 1915, is a teaching hospital in Beijing. It is comprised of 36 clinical departments, 17 medical departments, and

nine research centres. It will implement the following three BPGs over the three-year pre-designation period, which began in March this year:

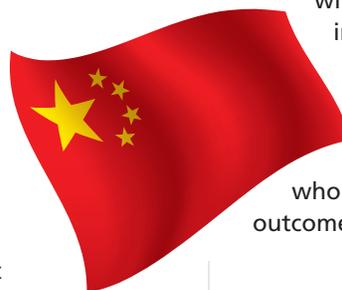
- Assessment and Management of Foot Ulcers for People with Diabetes, 2nd Edition
- Ostomy Care and Management
- Assessment and Management of Pressure Injuries for the Interprofessional Team, 3rd Edition

West China Hospital, Sichuan University, founded in 1914, is a leading medical centre with 44 clinical departments. It will implement the following three BPGs over the three-year pre-designation period, which begins in April this year:

- Person- and Family-Centred Care
- Assessment and Management of Pain, 3rd Edition
- Prevention of Falls and Fall Injuries in the Older Adult

The hospitals will focus on enhancing evidence-based nursing practice, improving patient care, and further developing the professional practice of nurses and other health providers. They join fellow BPSOs in China, Dong Zhi Men Hospital and Beijing University of Chinese Medicine School of Nursing. The BPSO orientation for both hospitals is being planned for spring, 2017.

There is much excitement in Italy and China about these partnerships with RNAO. Their work as BPSOs will align with specific health-care needs in each country, and reflects a movement to enhance the view of nurses as knowledgeable and caring professionals who contribute to better client outcomes and quality health care.



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**I T A L Y**



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ORGANIZATION  
**C H I N A**

## Spring 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:

- *Assessment and Care of Adults at Risk for Suicidal Ideation & Behaviour*
- *Decision Support for Adults Living with Chronic Kidney Disease*
- *Working with Families to Promote Safe Sleep for Infants 0-12 Months of Age*
- *Assessment and Management of Foot Ulcers for People with Diabetes*
- *Woman Abuse: Screening, Identification and Initial Response*
- *Assessment and Management of Pain*
- *Prevention of Constipation in the Older Adult Population*
- *Promoting Continence Using Prompted Voiding*
- *Facilitating Client Centred Learning*

### Healthy Work Environment:

- *Developing and Sustaining Interprofessional Health Care*
- *Developing and Sustaining Nursing Leadership*
- *Preventing and Managing Violence in the Workplace*
- *Workplace Health, Safety and Well-Being of the Nurse*

To purchase RNAO best practice guidelines, or for further details, please visit [RNAO.ca/bpg](http://RNAO.ca/bpg) or call/email the sales office 416-907-7965, [jburriss@RNAO.ca](mailto:jburriss@RNAO.ca)

Sale ends **May 31, 2017** so purchase your copies today.

Standard shipping rates and HST apply. All sales are final.



## Upcoming events

Program details and registration information for the following events can be accessed at [RNAO.ca/events](http://RNAO.ca/events)

- **Clinical Best Practice Guidelines Summer Institute (Foundational)**  
June 11-16, 2017  
Horseshoe Valley Resort, Barrie
- **Clinical Best Practice Guidelines Summer Institute (Advanced)**  
June 14-16, 2017  
Horseshoe Valley Resort, Barrie
- **Nurse Executive Leadership Academy – 6th Annual**  
June 20-23, 2017  
White Oaks Conference Centre, Niagara-on-the-Lake

## Demonstrating Value – BPSOs® and their Impact

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and monitoring team is working diligently to refine and add new indicators, and to explore evaluation methods. Collectively, robust evaluation will emphasize how nursing contributes to the delivery of quality care and identify important areas for further investments in nursing best practices.

I am thrilled to lead a world-renowned program and work with an outstanding

team within an innovative organization. I look forward to meeting many more BPSOs in the coming months, and I hope to see many of you at the RNAO BPSO session taking place at ICN 2017 on June 1. If you do not have registration details, please contact RNAO project co-ordinator Melissa Aziz at [maziz@RNAO.ca](mailto:maziz@RNAO.ca). Thank you to all BPSOs for achieving our collective vision of transforming nursing through knowledge – locally, nationally and internationally.



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