

TRANSFORMING NURSING THROUGH KNOWLEDGE

RNAO's Best Practice Guidelines Program Has What it Takes to Sustain Clinical Excellence

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

We all know that change and introducing best evidence in day-to-day practice does not come easily. As our health system becomes more complex it

sometimes seems that the "dots are becoming harder to connect". More attention is being turned to integration, synergy and simplicity. These are key markers of quality and safety across the entire health system. The goals of safe, high quality, integrated evidence-based care are an ongoing challenge that must be part of every health-care professional's daily focus. RNAO, with its comprehensive integrated approach to clinical excellence, is providing the tools and resources to meet this challenge.

The BPG program model depicts how RNAO provides the necessary tools, processes and structures to support quality health outcomes. The top circle represents the rigorous guideline development process, which results in clear evidence-based recommendations for practice, education and policy. In addition, based on the evidence, process indicators (nursing order sets) and outcome indicators are also identified for each guideline. The deployment and implementation circle

to the left in the model, reflects the intensity with which RNAO focuses implementation support, with specific programs and resources. Our Best Practice Spotlight Organization® (BPSO) program, Best Practice Champions Network, ACPF Fellows, and Order Sets are fully integrated with the BPGs and enable successful implementation. In addition, the RNAO BPG Implementation Toolkit (2nd ed. 2013), guides the work of Champions, BPSOs and others who implement BPGs around the world.

The third circle shows how the program links comprehensive evaluation of guideline use. The indicators developed for each BPG are part of RNAO's unique indicator database called NQuIRE. The BPSOs, through contributing data to NQuIRE related to the BPG specific indicators, have a ready means of determining and sustaining the effects of their evidence-based practices on client outcomes. NQuIRE produces reports used by BPSOs to track their journey towards quality improvement and excellence.

The logic is simple. RNAO provides an integrated set of evidence-

based resources and processes that provide recommendations to lead changes in practice, education and policy. And they benefit everyone from the patient, the individual health-care provider to the organization itself.

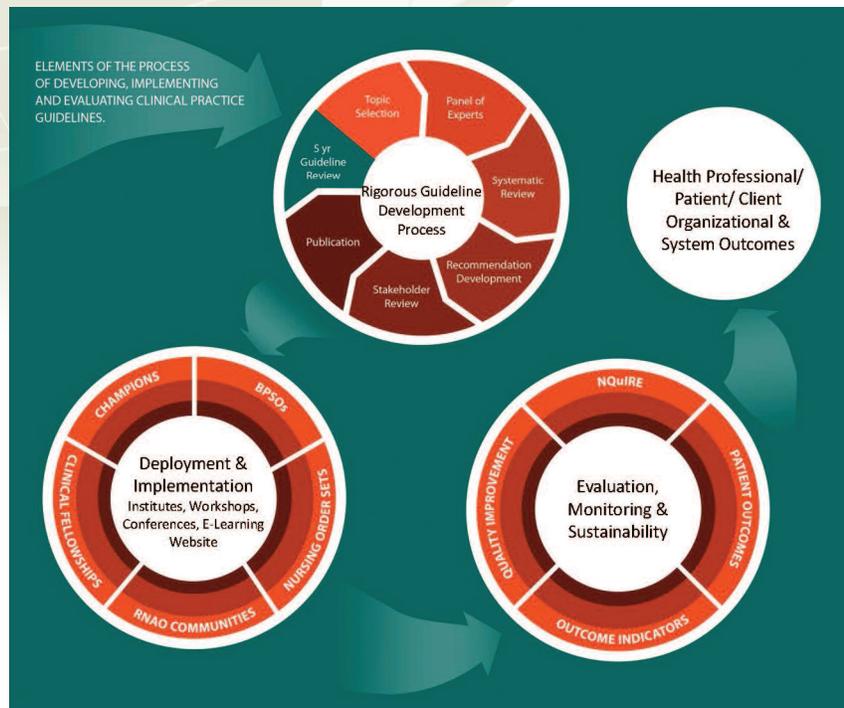
FALL 2013

IN THIS ISSUE:

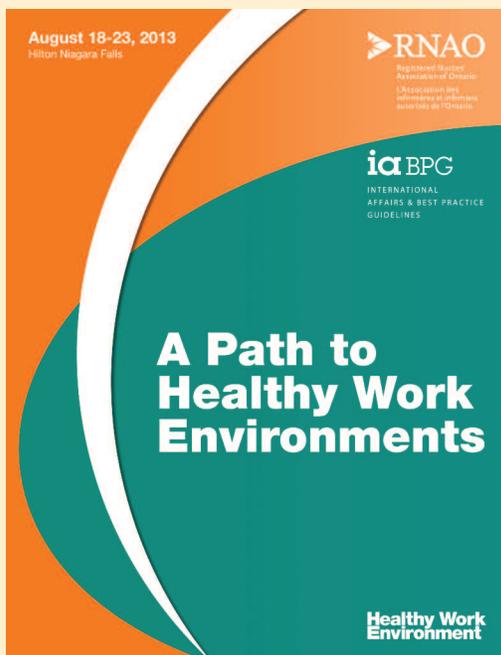
- 2 A Path to Healthy Work Environments Institute
- 2 Nurturing Point-of-Care Leadership
- 3 Enhancing Practice and Patient Outcomes: The Advanced Clinical Practice Fellowship Experience
- 4 eHealth: A New Era in Nursing
- 4 Supporting Nurses to Help People Quit: RNAO's Smoking Cessation Initiative
- 5 Inaugural Primary Care Nurse Institute a Success
- 6 Guidelines International Network – Moving from Best Evidence to Best Practice
- 7 OntarioMD/RNAO Collaborative Peer Leader Program: Supporting the Use of Electronic Medical Records in Primary Care
- 7 Supporting Excellence in Practice: Nursing Orientation e-Resource for Long-Term Care
- 8 Announcements



Irmajean Bajnok



A Path to Healthy Work Environments Institute



By Althea Stewart-Pyne, RN, BN, MHSc, Program Manager, IABPG Centre, RNAO

RNAO's annual Healthy Work Environments Institute was held from August 18 to 23 in Niagara Falls. Creating a healthy work environment starts with the concept that working in a healthy environment enables nurses and other health-care professionals to contribute to positive patient outcomes. The competing demands of the health-care system often leave very little time for a focus on the work environment. The Institute provided participants with the opportunity for reflection and action planning, thanks to the contributions of expert faculty, including RNAO President Rhonda Seidman-Carlson.

Participants were provided with opportunities to learn through presentation of theory, sharing of lived experiences, interactive workshops, panel discussions, and various networking opportunities. The Institute also featured poster presentations that covered topics such as psychological health and safety in the workplace,

fatigue, conflict and bullying, staffing, leadership at the point-of-care, professionalism, interprofessional care and cultural diversity. Creative and inspirational presentations by Institute participants highlighted the knowledge gained during the week and their commitment to the action plans they developed to support enhancement of the work environment within their practice settings.

Hugh MacLeod, Chief Executive Officer of the Canadian Patient Safety Institute, delivered the closing keynote address at this event. He discussed the trajectory of his career in health care that led him from a practising physician to his current leadership role in the arena of patient safety. He advised: "learn about your environment, understand that conversations with each other are more important than just "communicating," don't be afraid to fail, get to know the patients, talk to the patients, and talk to each other."

Nurturing Point-of-Care Leadership

By Althea Stewart-Pyne, RN, BN, MHSc, Program Manager, IABPG Centre, RNAO

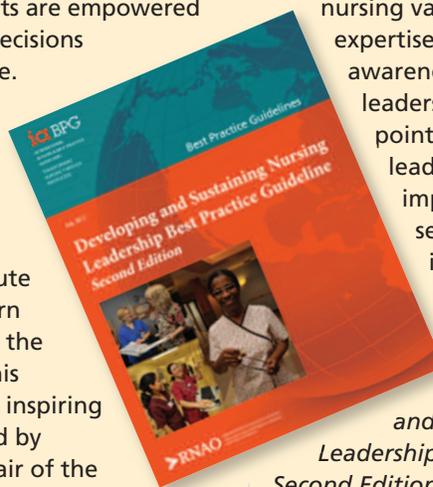
The latest edition of RNAO's *Developing and Sustaining Nursing Leadership Best Practice Guideline*, (released in July 2013), highlights behaviours and practices required for effective nursing leadership at all levels across all health-care sectors. The updated evidence review now includes a broader understanding of leadership in nursing and underscores the importance of point-of-care-leadership for positive outcomes for nurses, patients/clients and the health-care system in general. Point-of-care leadership is defined as leadership behaviours reflected by nurses and health-care professionals that include using their knowledge and clinical expertise to question the status quo, challenge process and question

treatments, promoting a greater understanding of their patient's illness and ensuring patients are empowered to make informed decisions relevant to their care.

Nurses and other health-care professionals in attendance at the 2013 Healthy Work Environments Institute were pleased to learn about the details of the second edition of this guideline during an inspiring workshop facilitated by Dr. Nancy Purdy (chair of the guideline revision panel). Participants were led through activities and discussion surrounding the leadership practices highlighted in this guideline. The areas of discussion

included a distinct set of personal qualities: integrity, nursing identity, nursing values, courage, resilience, expertise and developing self-awareness of their current leadership strengths at the point-of-care. Effective leadership continues to be important across all nursing sectors. This latest edition is relevant for nurses and others in both formal and informal nursing leadership roles.

The *Developing and Sustaining Nursing Leadership Best Practice Guideline, Second Edition* is available for free download or hard copy purchase through the RNAO website at <http://RNAO.ca/bpg/nursingleadership>.



Enhancing Practice and Patient Outcomes: The Advanced Clinical Practice Fellowship Experience

By Rishma Nazarali, RN, MN,
Program Manager, IABPG Centre,
RNAO and Jessica Cameron, RN,
BScN, Bluewater Health

The Advanced Clinical Practice Fellowship was an amazing opportunity for Jessica Cameron, a staff nurse at Bluewater Health in Sarnia. In addition to personal and career growth, the greatest impact of the Fellowship experience was on the development and maturation of her leadership skills. Cameron explains, that “the ability to research and develop educational materials, bring those educational materials to my co-workers and implement best practice recommendations on our surgical unit has been an aid to my future career aspirations in an educational role. I dramatically increased my level of confidence in my own knowledge and expertise on the topic of the best practice guideline *Assessment and Management of Pain*.”

Together with the best practice team, Cameron was able to implement

recommendations for her surgical floor and see that they were being incorporated into practice. She also had the opportunity to observe how her organization functions. “It was an eye opener to be able to be part of the bigger picture and observe how one decision can affect every person in the whole hospital, an example being the documentation screens used by all the staff on every unit,” says Cameron.

As for the organization, Bluewater Health, the Fellowship opportunity allowed for a more efficient and coordinated implementation of recommendations. Cameron was able to ensure recommendations were



Jessica Cameron (3rd from the right) is pictured with the Surgical RNAO BPG Assessment and Management of Pain Champions at the Implementation celebration of the Assessment and Management of Pain Best Practice Guideline.

followed through on a daily basis and provided the necessary training when it was required. This allowed for a change in practice for the surgical floor and an increase in patient satisfaction, evidenced by indicators collected by the surgical programs. The education materials developed during the Fellowship continue to be used by Cameron’s primary mentor to support practice change and contribute to the sustainability plan.

As a self directed learning experience, the Advanced Clinical Practice Fellowship is an opportunity for a registered nurse to develop clinical, leadership or best practice guideline implementation knowledge and skills, with support from a mentor(s), the organization where the RN is employed, and the RNAO. This initiative is aimed at developing and promoting nursing knowledge and expertise, and improving client care and outcomes in Ontario. The Request for Proposals for the ACPF is now out, with a proposal submission deadline of January 20, 2014. Please visit the RNAO website at www.RNAO.ca/acpf for details.



Discussing the impact of pain best practices in the surgical program.

eHealth: A New Era in Nursing

By Rita Wilson, RN, MN, MEd, Program Manager and Tanya Costa, BA, Project Coordinator, IABPG Centre, RNAO

The RNAO Nursing and eHealth Project, with generous support from eHealth Ontario, is about to embark on another exciting year of enhancing nurses' eHealth knowledge across all health-care sectors; promoting their involvement in all aspects of eHealth; and, encouraging greater nursing leadership in the adoption and utilization of electronic medical records (EMRs) and other eHealth innovations.

Deliverables for this year will include additional offerings of the eHealth Champion Workshops (Levels 1 and 2), monthly webinars, dissemination of RNAO's eHealth resources through a variety of channels to support nurses in their daily practice, and the ongoing development of the RNAO nursing order sets to aid and standardize guideline implementation and promote evidence-based nursing care.

This year will also mark the initiation of a 9-month pilot implementation project designed to demonstrate proof of concept in two areas. First, it will highlight the impact of leveraging the power of technology to implement RNAO's guideline-based nursing order sets embedded within an electronic system. This will demonstrate the ability of the order sets to: expedite knowledge translation; capture the entire nursing care provided for clients; and, to increase nurses' access to evidence-based resources to aid clinical decision-making at the point-of-care. Second, it will demonstrate the impact of using eHealth Champions to support an implementation of nursing order sets to promote and sustain nurses' EMR adoption and engender safe, high quality nursing care. RNAO is currently soliciting proposals from eligible health-care organizations interested in becoming pilot proof of concept sites.

For more information about this exciting initiative please visit the RNAO eHealth website at <http://rnao.ca/ehealth> or email eHealth@rnao.org.

Supporting Nurses to Help People Quit: RNAO's Smoking Cessation Initiative

By Paige Hillier, BComm,
Smoking Cessation Initiative Project
Coordinator, IABPG Centre, RNAO

RNAO's Smoking Cessation (SC) Initiative continues to thrive. Now in its eighth year, the project aims to strengthen and sustain the capacity of nurses to integrate best practices in their everyday practice, with the goal of helping people to quit smoking.

The project builds on a multi-prong approach to ensure dissemination and use of the RNAO best practice guideline, *Integrating Smoking Cessation into Daily Nursing Practice*. Core pillars in the initiative include: implementation sites, nurse co-ordinators, champions network, engaging nursing schools, establishing provincial partnerships, social media and online resources, as well as evaluation and monitoring of outcomes.



As of October 1, RNAO welcomed eight new implementation sites for 2013-15. These sites represent a variety of communities across the province, and include Algoma NP-Led Clinic, Anishnawbe Mushkiki NP-Led Clinic, Brock University, Canadian Mental Health Association Durham NP-Led Clinic, Halton Public Health, KFL&A Public Health, Loyalist FHT and Middlesex-London Health Unit.

RNAO's two SC Co-ordinators will coach and mentor these sites to integrate, expand and sustain the use of the smoking cessation best practice guideline into their organization. From October 2013 until March 2015, RNAO will host 10 SC champion workshops across Ontario. Workshops at two different universities will also be offered to ensure nursing students are familiar with the guideline.

To support the growing SC champions network of over 2,500 health-care

professionals, RNAO is also hosting monthly webinars on a variety of topics related to smoking cessation in specific population groups as well as advanced topics such as pharmacotherapy and implementation strategies. RNAO recently released three free eLearning modules including: *Health professionals helping clients quit smoking*, *Nurses and other health professionals who smoke and Mental health and smoking cessation*. An additional module will be released in November titled, *Working to reduce commercial tobacco use in Aboriginal communities in Ontario*. You can access these eLearning resources at www.tobaccofreerna.ca.



Smoking Cessation Champions at an RNAO SC Champions Workshop in Chatham earlier this year.

Inaugural Primary Care Nurse Institute a Success

By Tim Lenartowych, RN, BScN, LLM
Student, Special Projects Manager –
Office of the CEO, RNAO

Ontario's health system is reacting to a number of stressors related to resource utilization, changing demographics and an increasing emergence of chronic disease. RNAO believes that building a robust and sustainable publicly-funded and not-for-profit health system begins within primary care. Facilitating same-day access to a primary care provider, offering home visits and engaging in effective primary care based on care co-ordination can be achieved through the full utilization of the almost 3,000 RNs practising in the sector.

In response to this growing need, RNAO's International Affairs and Best Practice Guideline Centre developed and delivered the first-ever Primary Care Nurse Institute in July of this year. This unique opportunity leveraged RNAO's successful Institute format and the evidence-based report *Primary Solutions for Primary Care* to provide an intensive learning opportunity for more than 50 RNs from across Ontario.

Expert faculty contributed to the curriculum in a variety of ways, including the facilitation of lectures, seminars, group work, case studies and direct clinical simulation exercises, which were utilized to enhance competencies, knowledge and skills. The sessions focused on enhancing capacity in the areas of holistic assessments, primary care nursing interventions, mental health care, care co-ordination and community context and culture. Optimal role descriptions, developed through the Primary Care Nurse Task Force, were used as the foundation for curriculum development while an expert provincial advisory committee provided RNAO with advice from the field.

Evidence-based practice was a central theme throughout the Institute and each section of the program was informed by a number of RNAO's

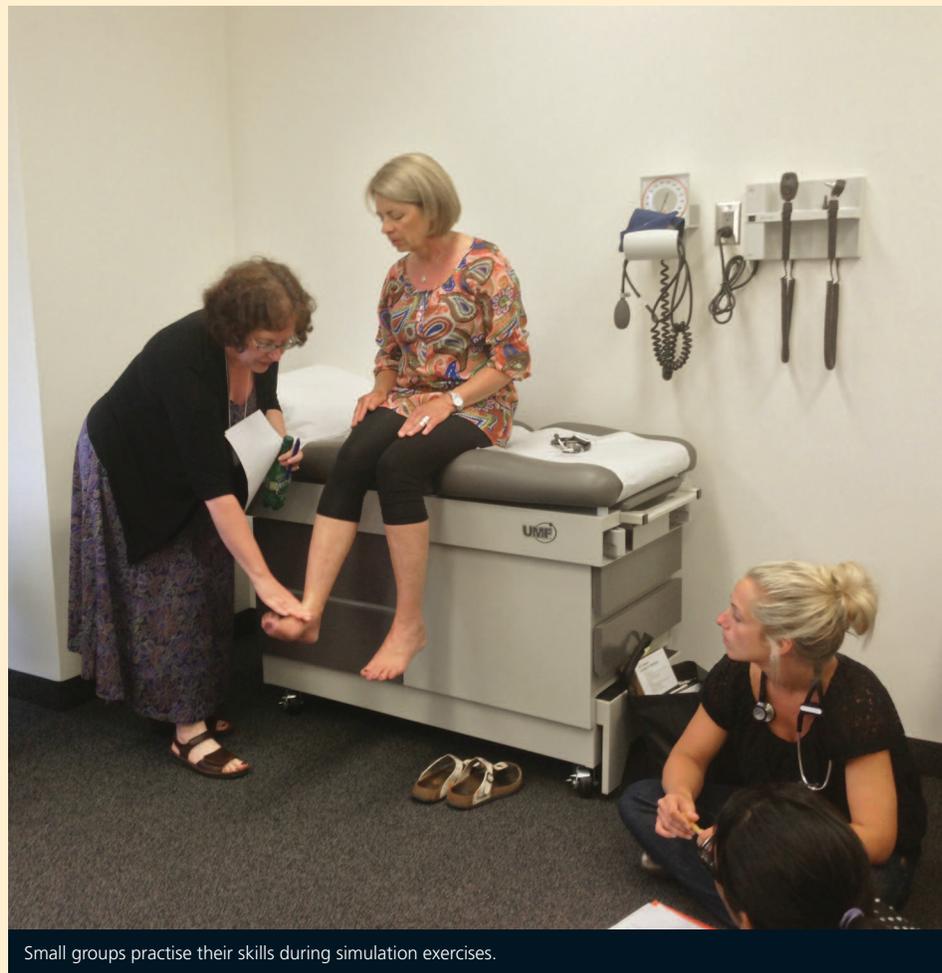
clinical and healthy work environment best practice guidelines. Participants also had the opportunity to learn more about RNAO's Best Practice Spotlight Organization® initiative and eHealth Peer Leader programs.

The participants assumed the role of "full scope champions" and left the Institute with confidence, tools, resources and an action plan to embrace their full scope of practice as RNs when they return to their primary care teams. As part of their action plan, RNAO has requested that each participant make a commitment to implement the learning gained through the Institute, and identify a mentor (an RN, NP or MD) to provide support along the way. RNAO continues to collaborate with this group through ongoing webinars, which provide a forum for discussion and collaboration. Based

on the positive feedback received, the next Primary Care Nurse Institute is planned for March 23-28, 2014.



Hands on practice enhanced competencies, knowledge and skill.



Small groups practise their skills during simulation exercises.

Guidelines International Network – Moving from Best Evidence to Best Practice

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

RNAO recently joined the Guidelines International Network (G-I-N) as an organizational member. It's a global network, founded in 2002, comprising

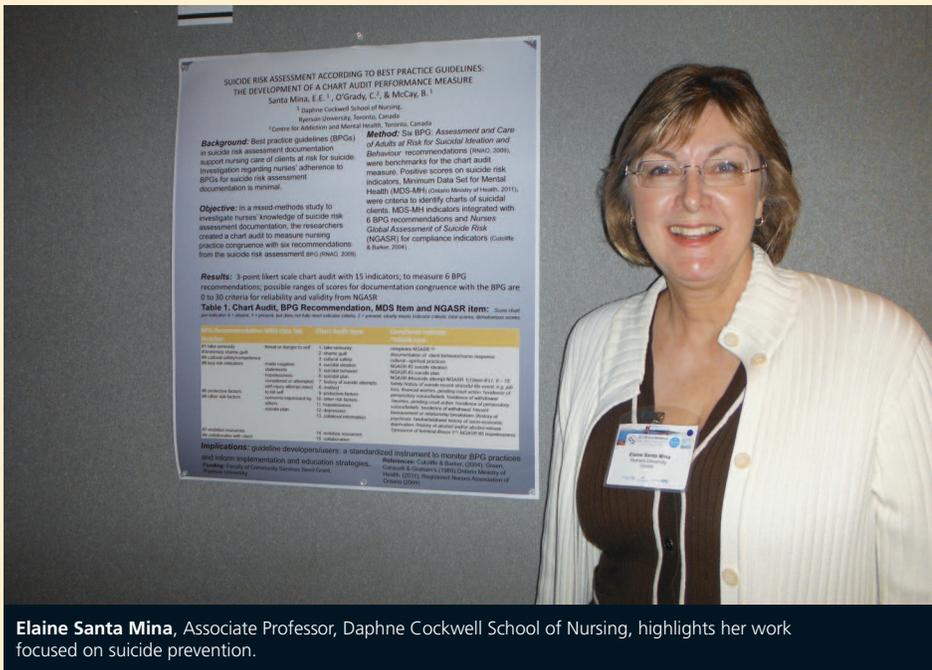
93 organizations and 120 individual members from 44 countries. The network supports evidence-based health care and improved health outcomes by leading, strengthening and supporting collaboration and work within the guideline development, adaptation and implementation community.

RNAO is contributing to this mandate by participating on several G-I-N working groups, including G-I-N North America (a network for North American guideline users, developers, and other stakeholders to form partnerships and discuss regional guideline issues) and the Performance Measures Working Group, which is focused on establishing consensus on recommendations concerning core reporting standards.

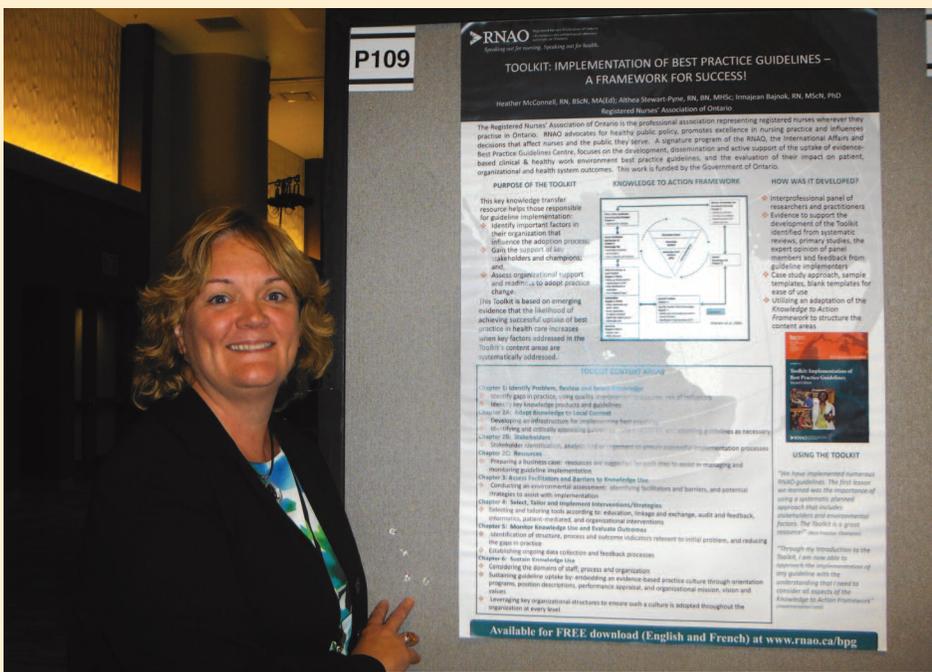
RNAO was delighted to attend the 10th G-I-N Annual General Meeting and Conference, August 18-21, in San Francisco. The theme of this year's conference was *Integrating Evidence into Practice – Strategies for the future*.

Members of the IABPG Centre team presented several evidence-based approaches utilized by RNAO to support the implementation of evidence into practice, including the knowledge to action framework described in the *Toolkit: Implementation of Best Practice Guidelines* (2nd edition) and the Best Practice Spotlight Organization® initiative. Other RNAO members were on hand to share their evidence-based practice initiatives, and highlight the leadership role of nursing in facilitating practice change. The exhibit showcase was well attended, as conference participants showed great interest in RNAO's clinical and healthy work environment guidelines, and implementation resources available to support the integration of evidence into practice.

RNAO made significant contributions to the program related to guideline development, dissemination, and implementation and gained much from the opportunity to network with international colleagues who willingly shared their knowledge and experiences.



Elaine Santa Mina, Associate Professor, Daphne Cockwell School of Nursing, highlights her work focused on suicide prevention.



Heather McConnell shares the RNAO implementation framework during the poster presentation sessions.

OntarioMD/RNAO Collaborative Peer Leader Program: Supporting the Use of Electronic Medical Records in Primary Care

OntarioMD



RNAO

Registered Nurses' Association of Ontario
L'Association des infirmières et infirmiers
autorisés de l'Ontario

By OntarioMD/RNAO Collaborative Peer Leader Program – Lee Mantini, RN, MHScN, Senior Nurse Peer Leader

Ontario primary care settings are at various stages of adopting and utilizing electronic medical records (EMRs). Some practices are contemplating moving away from paper charting, others are beginning to embrace the use of technology. Still others have been using EMRs for a while, and are now looking at EMR data for care planning, health program planning and quality improvement.

The OntarioMD/RNAO Collaborative Peer Leader Program, funded by Canada Health Infoway, supports community-based primary care providers and their support staff, every step of the way, as they transition from paper to electronic medical records. Even those practices that have been using EMRs for some time will benefit from meeting with a peer leader who can share tips for optimal use of electronic medical records. Peer Leaders are available by phone or in person, and can provide group learning sessions or webinars. Primary care teams that

have identified specific learning needs related to the use of technology and medical records can access OntarioMD/RNAO Peer Leaders to customize educational programs to meet the identified needs. For those teams not sure which learning needs to address, the peer leaders can help you prioritize your needs and develop an educational program.

This is a free service, which consists of 30 physician peer leaders, 12 clinic manager peer leaders and 10 nurse peer leaders, who are available across the province. If your primary care team would like to have a one-on-one session with a peer leader, we encourage you to contact Tanya Costa at tcosta@RNAO.ca for more information.

Supporting Excellence in Practice: Nursing Orientation e-Resource for Long-Term Care

By Natalie Warner, RN, MN, Long-Term Care Best Practice Co-ordinator and Carol Holmes, RN, MN, GNC(C), Acting Program Manager, Long-Term Care Best Practices Initiative

In August of this year, the Long-Term Care Best Practices Initiative launched the Nursing Orientation e-Resource for Long-Term Care (e-Resource). The e-Resource is built on the foundation of the former Orientation Program for Nurses in Long-Term Care that RNAO first developed in 2001. The new orientation e-Resource is a free, web-based resource that has maintained the same four knowledge domains that categorized the original orientation program: professional, role, clinical and organizational. These domains contain links to existing online resources and learning activities from credible provincial and national organizations that reflect nursing practice in long-term care, as well as select RNAO clinical and healthy work environment best practice guidelines. The e-Resource

was reviewed by the Long-Term Care Best Practice Co-ordinators and external stakeholders from the LTC sector to ensure the information is relevant and that there are no obvious gaps in content.

Before beginning to work through the e-Resource, it is suggested that nurses visit the introduction section. Users will find relevant background information and a set of checklists and planning tools, one for each domain, which are intended to assist in planning, identify which sections in the e-Resource should be explored, as well as keep track of the resources that have been reviewed. The decision about which domain to start with and which activities to do and resources to review is based on the

individual nurse's identification of knowledge needs – it is not necessary to work through the e-Resource or the domains in a linear fashion.

The e-Resource will enhance existing organization-specific orientation programs, and introduce nurses to evidence-based resources applicable to long-term care that they can refer to in the future when practice questions arise. The e-Resource may also be useful beyond orientation. For example, it may be used in conjunction with quality assurance learning plans as required by the College of Nurses of Ontario or by nurse educators who are helping staff locate educational resources. The e-Resource can be accessed at www.RNAO.ca/ltc.



NURSING ORIENTATION

e-Resource for Long-Term Care

Website: ltcorientationresource.RNAO.ca

Fall BPG Specials

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

Clinical:

- *Assessment and Care of Adults at Risk for Suicidal Ideation and Behaviour*
- *Oral Health: Nursing Assessment and Interventions*
- *Supporting Clients on Methadone Maintenance Treatment*
- *Interventions for Postpartum Depression*
- *Screening for Delirium, Dementia and Depression in Older Adults*



- *Integrating Smoking Cessation into Daily Practice*
- *Subcutaneous Administration of Insulin in Adults with Type 2 Diabetes*
- *Vol V. CD ROM*

Healthy Work Environment (HWE):

- *Embracing Cultural Diversity in Health Care: Developing Cultural Competence*
- *Developing and Sustaining Effective Staffing and Workload Practices*
 - *Professionalism in Nursing*
 - *Collaborative Practice Among Nursing Teams*
- *Preventing and Mitigating Nurse Fatigue in Health Care*

To purchase RNAO Best Practice Guidelines, or for

further details, please visit our website at www.RNAO.ca/bpg or call/email the sales office 416-907-7965, jburris@RNAO.ca.

Sale ends **December 31, 2013**, 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 www.RNAO.ca/events.

- **Designing and Delivering Effective Educational Programs**
February 3-7, 2014
Toronto
- **Best Practices in Wound Care Institute Foundational Stream:**
March 2-7, 2014
NEW Advanced Stream:
March 5-7, 2014
Hilton Hotel and Suites, Niagara Falls
- **Primary Care Institute**
March 23-28, 2014
Toronto

Welcome to the Team!

The International Affairs and Best Practice Guidelines Centre welcomed three new nursing research associates to the team this summer.

Tasha Penney's background is in mental health, specifically with the homeless youth population. She recently completed a Masters of Nursing (MN) at Ryerson University, and is excited to be part of the guideline development team at RNAO.

Diana An joined RNAO in June. Previously, she worked in maternal-child health as a clinical and research nurse. She is completing her Master of Science in Health Policy, Management and Evaluation at the University of Toronto and looks forward to sharing her research expertise with the association.

Megan Bamford worked as a staff nurse in medicine and critical care, case management and as a nurse research

assistant prior to joining the team in July. Megan completed her Master of Science in Nursing at the University of Western Ontario. She is also looking forward to working with the team.

Sara Da Silva also recently joined the IABPG Centre as a project co-ordinator. Previously, she was a project assistant in the Quality Improvement & Patient Safety Department at Toronto's St. Michael's Hospital. Sara has a Bachelor of Science with Specialized Honours in Kinesiology & Health Science. She is looking forward to supporting the advancement of the IABPG Centre.

RNAO is also pleased to welcome **Amy Reid** as the newest LTC Best Practice Co-ordinator for North Simcoe Muskoka LHIN. Amy is a registered nurse with experience in long-term care. She has a passion for the delivery of quality evidence-based care and a resident-centred approach.



IABPG Newsletter Editors:

Andrea Stubbs & Heather McConnell

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.

Made possible through funding by the Government of Ontario.

Printed on recycled paper.