

TRANSFORMING NURSING THROUGH KNOWLEDGE

Best Practice Guidelines: Making a Difference



Irmajean Bajnok

*By Irmajean Bajnok,
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There is no doubt that the best practice guidelines being implemented around the world are making a difference for patients, organizations and providers. We see strong evidence of this, as BPSOs[®] report their evaluation outcomes and tell us the difference they are making on patient care and on their organizations in general. The fact that many BPSOs[®] are taking an interprofessional approach to evidence-based practice, and linking this work to quality improvement initiatives and financial outcomes means they can be linked to the overall performance of health organizations.

Another benefit is that the guidelines give nurses a voice. They provide key practice recommendations that shape interventions nurses use in planning, delivering and evaluating their care. These interventions and the related evidence allow nurses to speak confidently about what they do, and what their care goals are for patients, families, and groups. They also support nurses to be clearer and explicit when speaking with patients and families.

The BPGs are making the work of nursing visible, and in doing so are helping both nurses and others articulate the value the profession contributes to quality health outcomes.

There is no question that some of the long held values of all nurses are now being seen as foundational to effective health system performance. These include ensuring the patient is at the centre of care as a member of the team; acting as a care coordinator and providing links between services and sectors; providing people with knowledge tools and resources; and championing evidence-based practice. RNAO has developed and widely disseminated BPGs related to these key pillars of excellent system performance providing the evidence, as well as practice, organization and system recommendations to ensure quality care. These guidelines include: person centred care (in progress); interprofessional collaboration (2014); client centred learning (2012); and transitions in care (2014).

Nurses who work at BPSOs[®] see that their workplaces have put the emphasis on quality. These organizations understand that you cannot achieve quality without staff, including registered nurses, who are passionate about teaching, delivering, evaluating, and sustaining evidence-based practice.

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The BPSO[®] Initiative Expands

*By Carol Holmes, RN, MN, GNC(C), Acting
Program Manager, IABPG Centre, RNAO*

RNAO's Best Practice Spotlight Organization (BPSO[®]) program wants to share its success with long-term care (LTC) homes. A Request for Proposal (RFP) was released in December 2013 exclusively for LTC settings with the aim of supporting them in achieving clinical excellence by selecting and implementing several best practice guidelines. This initiative tailors the original BPSO[®] program to the needs of the LTC sector. Successful applicants will enter into a formal three-year agreement with RNAO, and during this time, LTC home leaders and their staff will focus on enhancing the use of evidence in practice, with the mandate to implement and evaluate a minimum of three RNAO best practice guidelines, one of which must be used across the entire organization.

Continued on page 2...

Welcoming Nova Scotia and South Africa into the Best Practice Spotlight Program

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

RNAO is proud to announce that South Africa is the location of our newest international BPSO® Host organization. The *Best Practice Institute for Nursing and Health Care in South Africa* (BPINSA) signed an agreement with RNAO in November 2013. BPINSA includes a group of academic sites and their service partner organizations that are committed to supporting best practices in health care in South Africa.

They will use the same model other BPSO® hosts in Australia and Spain have implemented. South Africa will support their selected BPSOs® and help them implement multiple RNAO best practice guidelines.

Last December, Saint Francis Xavier University's School of Nursing began its BPSO® journey by becoming an academic spotlight, with the aim of implementing best practice guidelines into its curriculum. The school recognizes that this initiative has significant potential to improve patient

outcomes that can be measured and replicated across the health-care system in Nova Scotia. Dr. Diane Duff, Director of the university's School of Nursing said in a statement "We are looking forward to working with RNAO and our partners to utilize effective strategies to improve various dimensions of nursing practice including: therapeutic relationships; self-management of chronic disease conditions; management of diabetic foot ulcers; screening for delirium, dementia, and depression; and primary prevention of childhood obesity".



(L-R) Doris Grinspun, Christa VanderWalt, Karin Minnie, Hester Klopper and Irmajean Bajnok signing the BPSO agreement with the Best Practice Institute for Nursing and Health Care in South Africa.



Diane Duff and Irmajean Bajnok at Saint Francis Xavier University's School of Nursing.

The BPSO® Initiative Expands

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This is the first LTC sector-specific BPSO® RFP issued by RNAO. Although LTC homes have participated in the BPSO® initiative in the past, there are several areas of the program that have been modified to enhance the experience of participating LTC homes, and ensure



successful engagement in the BPSO® initiative – both in the initial three years, and beyond. At the end of the three-year period, and assuming all deliverables are met, participating LTC homes will achieve "LTC-BPSO® Designate" status. As a designated LTC-BPSO®, a home will focus on sustainability and will commit to

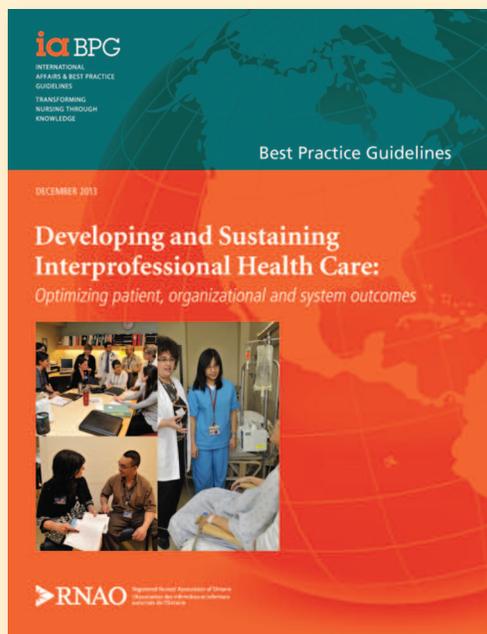
continue the implementation and evaluation of best practice guidelines in their home, and within the global community by serving as a mentor to a new LTC-BPSO® organization.

The RNAO and the LTC Best Practices Program team are looking forward to officially welcoming the first group of LTC-BPSOs® at a launch event scheduled for April 29 in Toronto.

New Healthy Work Environments Guideline Available

By Patti Hogg, BA, Project Coordinator, IABPG Centre, RNAO

It is with great excitement that RNAO announces the publication of the



Developing and Sustaining Interprofessional Health Care: Optimizing patient, organizational and system outcomes, best practice guideline (BPG).

The guideline has been developed to foster healthy work environments, with a focus on the attributes of interprofessional care that will result in quality outcomes for patients, clients, other care providers, teams, the organization and the system overall.

Effective interprofessional care occurs when teams consisting of nurses, doctors, physiotherapists, social workers and others work effectively together with patients and clients to provide the best care possible. It's anticipated that this guideline will contribute to the overall delivery of patient care and the efficiency of the health-care system.

Interprofessional models of care have been gaining attention as the system works toward a person-centred focus

and emphasizes health-care professionals working collaboratively within their full scope of practice. In Ontario, the *Interprofessional Care: a Blueprint for Action in Ontario* was released in 2007 to support and encourage the adoption of interprofessional care. The expanded scope of practice and incentives recently extended to nurse practitioners, pharmacists and others are examples of initiatives that encourage the move to these models.

Given that interprofessional teams need to work more collaboratively, there is a need for an evolution from multidisciplinary teams into a model of interprofessional care. Resources such as the RNAO's guideline *Developing and Sustaining Interprofessional Health Care: Optimizing patient, organizational, and systems outcomes* can support teams and organizations towards that goal.

Diabetic Foot Canada e-Journal

By Melissa Di Costanzo, BJH, Communications Officer/Writer, RNAO

The Registered Nurses' Association of Ontario (RNAO) and the Canadian Association of Wound Care (CAWC) launched *Diabetic Foot Canada e-Journal* (DFCJ) in 2013. This new, online, peer-reviewed publication is targeted to health-care professionals, including nurses and physicians, who treat patients with diabetic foot ulcers.

This quarterly journal provides readers with current, practical information related to the care of persons with diabetes and how to prevent and treat foot complications. "This journal is an important dissemination tool to support health-care professionals in working with persons with diabetes to prevent foot complications, or hasten

wound healing," says Dr. Doris Grinspun, RNAO's chief executive officer. "RNAO is thrilled to collaborate with the CAWC to enhance the care of Canadians who are living with diabetic foot issues to prevent further problems and avert amputations."

Peggy Ahearn, executive director of CAWC, explains that "this focus on foot care and the new journal is clearly in keeping with the overall mission of CAWC." In fact, CAWC was funded by the Public Health Agency of Canada to develop self-management tools and deliver a peer-to-peer national educational program that engaged all stakeholders – including the patient – in the management of diabetic foot disease. "We see great benefit in our partnership with RNAO to help support members of the health-care team provide care for patients with

diabetes and complications resulting in foot ulcers."

The Diabetic Foot Canada e-Journal is just one aspect of a broad initiative called Diabetic Foot Canada. The project will ensure an interprofessional approach and support the use of the latest technology, evidence and teams of experts to provide education, disseminate best evidence and educational tools, and raise awareness of the importance of preventing diabetic foot complications and amputations. If your organization has a story to tell about their experience in implementing best practices related to diabetic foot ulcers, please contact RNAO at sdasilva@RNAO.ca. The Winter 2014 issue of Diabetic Foot Canada is available at <http://www.diabeticfootcanadajournal.ca/>.

Annual BPSO® Symposium: A Knowledge Exchange Event

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

Over 140 health-care leaders, researchers and graduate students representing health-care organizations from across Ontario, Quebec and Nova Scotia gathered in Toronto on March 19, to share their implementation success stories at RNAO's annual Best Practice

Spotlight Organization (BPSO®) Symposium. Debra Bournes, Provincial Chief Nursing Officer brought greetings from the Ministry of Health and Long-Term Care's Nursing Secretariat, sharing her reflections about the impact of the BPSO® program and leadership practices on health system transformation. Dr. Doris Grinspun, RNAO's CEO, spoke about her vision for the Best Practice

Guidelines program, focusing on what has been achieved, and where the program is headed in the future.

The symposium featured a plenary session led by Dr. Barbara Davies and Dr. Kathryn Higuchi, who shared the results of a study they conducted with 12 BPSO® organizations from the 2009-2012 cohort. This multi-site participatory action, called Guideline Implementation for

Improved Client/Patient Outcomes (GICOM), explored improvements in client/patient outcomes based on the implementation of clinical best practice guidelines within the BPSO® organizations, and on sustained practice change. Representatives from participating BPSOs® from Holland Bloorview Kids Rehab and the Montfort Hospital joined in the panel session by sharing their experiences and lessons learned.

Included in the program were a series of small-group knowledge café discussions facilitated by BPSO® leads that gave participants a chance to discuss topics related to guideline implementation, dissemination and sustainability. Workshops were offered to support BPSO® activities at organizations, along with scheduled time throughout the day for participants to share the highlights of their BPSO® work through storyboards and displays. One BPSO® lead stated "the thing I enjoy the most about the symposium is the chance to speak to other BPSO® colleagues and see what creative things they are doing to support evidence-based practice. I look forward to it every year – it is so energizing!"



Jennifer O'Neil and Jane Warner display their storyboard presentation for Hotel Dieu Hospital, Kingston on Transforming Knowledge into Practice.



(L-R) Daniel Maure, Melanie McEwan, Lori Jennings, Laurie Robichaud and Lynn McEwan present their storyboard for Bluewater Health.



Dr. Debra Bournes, Provincial Chief Nursing Officer, Nursing Secretariat shares her greetings and remarks.

The Nursing Best Practice Research Centre Celebrates its First Annual General Meeting

By Angela Joyce, BA, Project Coordinator, IABPG Centre, RNAO

The Nursing Best Practice Research Centre (NBPRC) celebrated its first annual general meeting on March 18 in conjunction with the annual BPSO® Knowledge Exchange Symposium. During the event, the co-directors of the NBPRC, Dr. Irmajean Bajnok and Dr. Barbara Davies, shared updates from the Registered Nurses' Association of Ontario and the University of Ottawa, as well as highlights of the NBPRC from the past year. Formerly known as the Nursing Best Practice Research Unit, it achieved research centre status in the fall of 2012. The new organizational structure was shared with attendees, and opportunities for members to become involved in the Centre's activities were highlighted. Individual and organizational members of the Centre discussed opportunities for the future, and provided input into the

Centre's operational plan.

The NBPRC is a collaboration between the Registered Nurses' Association of Ontario and the University of Ottawa. The NBPRC brings "state of the art" nursing knowledge that is

based on the best available evidence, and promotes collaboration and research exchange with policy-makers and service decision-makers in Canada and internationally. The NBPRC strives to have a positive impact on practice and outcomes for the patient/client, health-care providers, organizations, and the system, and actively promotes the generation and uptake of the best available evidence to health-care

professionals, policy-makers, and students in all roles and sectors.

For more information about the activities of the NBPRC, membership information and details on how you can get involved, please visit the Centre's website at www.nbprc.ca.



Nursing Best Practice Research Centre
Centre de recherche sur les Pratiques
Exemplaires en Soins Infirmiers



Co-Directors **Dr. Irmajean Bajnok** and **Dr. Barbara Davies** welcome members to the first AGM.



NBPRC Members identify ways to develop, foster and enhance collaborative research initiatives that support evidence-based nursing practice.

Introducing the Youth Mental Health and Addictions Champions Program

By Sabrina Merali, RN, MN, Program Manager and Kyle Dieleman, BA, Project Coordinator, IABPG Centre, RNAO

In partnership with six public health units across Ontario, RNAO recently launched an innovative Youth Mental Health and Addiction Champions Program. This program will utilize youth engagement and empowerment strategies and work towards improving the health and wellbeing of child and youth. The public health units include: Thunder Bay District Health Unit, Timiskaming Public Health, Toronto Public Health, Niagara Public Health, Porcupine Health Unit and Grey Bruce Public Health. With funding from the Ministry of Health and Long-Term Care, this initiative focuses on mental health promotion, acceptance of mental illness and aims to reduce stigma and substance use among children and youth in Ontario. One of the main strategies in this initiative is to establish a group of youth peer leaders, with the goal of raising awareness of mental health and substance misuse.

RNAO has established a committee with representatives from the public health units partners and key stakeholders including youth. The committee is currently focusing on curriculum development, production of dissemination materials, the creation of youth engagement and recruitment strategies, and an evaluation methodology.

Two Hospitals Team Up to Launch their Pressure Ulcer Best Practice Guideline Implementation

By Debbie Bruder BA, RN, MHS, Clinical Informatics Specialist, OTN Telemedicine Nurse, Grand River Hospital

On November 15, 2013, the wound care teams from Cambridge Memorial Hospital (CMH) and Grand River Hospital (GRH) launched the implementation of the *Assessment and Management of Stage I-IV Pressure Ulcers* best practice guideline by hosting a Skin and Wound Care Best Practice Champions Breakfast. Sixty people took part in the event, which was held at the Freeport site of GRH. The group of champions (health-care providers dedicated to implementing RNAO's BPGs) included nurses, dietitians, physiotherapists and occupational therapists. The four-hour event was educational and interactive, and featured a video that revealed the impact of a pressure ulcer from the patient's perspective. Colleen Mutrie and Barbara Plumstead from GRH and Lyndsay Orr from CMH provided participants with an overview of wound healing and pressure ulcer staging, equipping

champions with useful and practical information. Participants were divided into groups, which rotated through five stations. This provided them with tools and strategies to support practice change, along with enhanced engagement in pressure ulcer prevention. The five stations included: positioning and seating, pressure mapping, skin care, nutrition, and wound dressings. Feedback from participants was extremely positive – with many participants saying they found the workshop educational, with practical and useful strategies and tools to implement into practice. A Prevalence and Incidence (P&I) study was conducted by our Champions during January and February 2014. The study has provided baseline data and will inform the next steps for our wound care program and our ongoing mattress replacement strategy.

Contributors to this article include: Karen Cziraki, Integrated Professional Practice Specialist for GRH and CMH; Karin Olson, VP Clinical Services and Chief Nursing Executive for GRH; Susan Gregoroff, VP of Clinical Programs and Chief Nursing Executive for CMH.



Celebrating wound care best practices at the Champions Breakfast.

Third Edition of the Pain Guideline Now Available

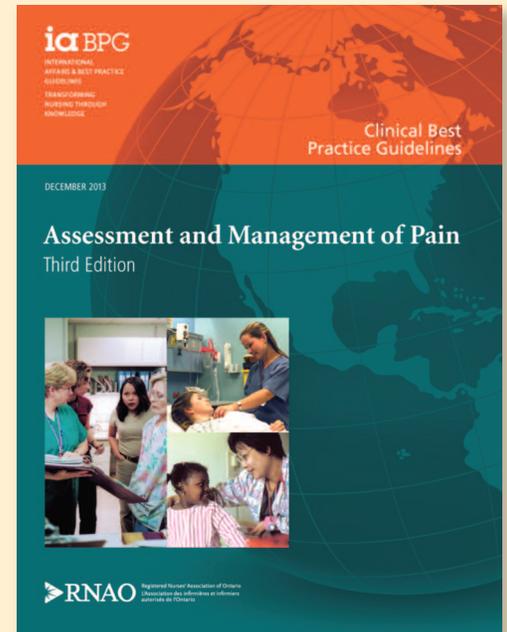
By Brenda Dusek, RN, BN, MN,
Program Manager, IABPG Centre, RNAO

The third edition of RNAO's *Assessment and Management of Pain* best practice guideline released in December 2013, highlights the skills and practices required for the effective assessment and management of pain. The guideline defines pain as an unpleasant sensory (physiologic) and emotional (affective) experience associated with actual or potential tissue damage or described in terms of such damage.

Nurses and other health-care professionals are encouraged to read this latest edition, which focuses on the core competencies required for effective assessment and management of pain. Proper pain management requires an interprofessional team approach that is multidimensional, comprehensive and focused on the bio-psychosocial, spiritual and cultural needs of the person.

RNAO believes nurses are in a unique position to work with people and help them manage their pain. This means nurses must have basic knowledge and competencies in interviewing techniques, physical assessment and management of pain in all populations (infant, children, adult, older adult, verbal or non-verbal). The guideline recommendations are based on a review of the current evidence and support the required practices. Basic required practices include screening; comprehensive and systematic assessments; planning effective pain management strategies (pharmacological, non-pharmacological); how to explore a person's beliefs and misconceptions about pain; and evaluation of the effectiveness of implemented strategies. This guideline offers support for nurses and other health-care professionals so they can become more comfortable, confident and competent when caring for persons experiencing

pain. The BPG is available as a free download or in hardcopy through the RNAO website at <http://RNAO.ca/bpg/guidelines/assessment-and-management-pain>.



NQuIRE Reports Go Interactive

By Sarah Xiao, RN, BNSc, MSc,
Program Manager, IABPG Centre, RNAO

RNAO's Nursing Quality Indicators for Reporting and Evaluation (NQuIRE) initiative has taken another step forward. The database was launched in 2012 and is a quality improvement measure designed to help Best Practice Spotlight Organizations (BPSO®) monitor and evaluate the impact of RNAO best practice guideline (BPG) implementation. BPSO® users submit process, outcome, and structural indicator data specific to the BPGs they are implementing, and can monitor their progress over time. Benefits of NQuIRE include: the opportunity to establish baseline measures and track their performance; identify practice gaps and improve quality of care; and

visually monitor the success of evidence-based nursing care in their different settings. Indicator data are provided back to BPSOs® as a numeric table as well as bar graphs or run charts for individual indicators.

RNAO is delighted to announce that these NQuIRE reports are now interactive. This means that BPSO® users entering data into NQuIRE are now able to view their reports online and on demand. With point-and-click functionality, users can easily create customized and tailored reports to share the information that is most important to them. For example, users can select and view guideline indicators for specific data submission sites (e.g., nursing units, programs, services) by selecting sites of interest. By simply placing the computer mouse over a

graph, users can also see the numeric values for each time point. Users can also zoom in to see only a particular quarter or series of quarters by highlighting them with their mouse. BPSO® users can also save their customized report in a variety of formats (e.g., JPEG or PDF documents) and are able to print them to share with staff. This enhanced functionality in NQuIRE's reporting process gives spotlight organizations the freedom to do more with their data and customize their reports based on the needs of their quality committees, practice councils and staff.

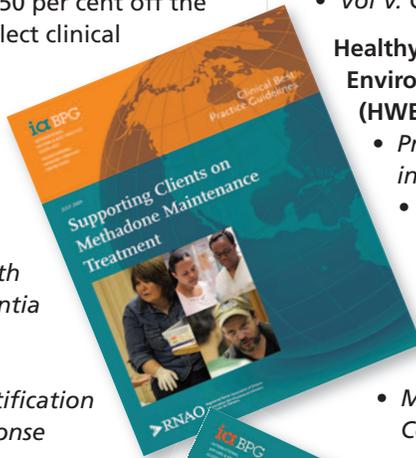
RNAO would like to thank BPSOs® for their invaluable feedback and participation in the NQuIRE database initiative.

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:

- *Caregiving Strategies for Older Adults with Delirium, Dementia & Depression*
- *Woman Abuse: Screening, Identification and Initial Response*
- *Assessment and Management of Stage I – IV Pressure Ulcers*
- *Supporting Clients on Methadone Maintenance Treatment*
- *Promoting Asthma Control in Children*
- *End of Life Care During the Last Days and Hours*



- *Screening for Delirium, Dementia and Depression in Older Adults*
- *Vol V. CD Rom*

Healthy Work Environment (HWE):

- *Professionalism in Nursing*
- *Collaborative Practice Among Nursing Teams*
- *Embracing Cultural Diversity in Health Care: Developing Cultural Competence*
- *Managing and Mitigating Conflict in Health-care Teams*
- *Developing and Sustaining Nursing Leadership*

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, jburriss@RNAO.ca.



Sale ends **June 30, 2014**, 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.

- **RNAO's Annual General Meeting**
May 1-3, 2014
Hilton, Toronto
- **Back to Basics – Chronic Disease Management**
May 6 - June 3, 2014
Webinar Series
- **RNAO's Career Expo**
May 16, 2014
Hyatt Regency Hotel, Toronto
- **Working Interprofessionally: A required skill for health professionals**
May 22, 2014
Courtyard Marriott Downtown, Toronto

- **BPG Clinical Summer Institute**
Foundational Stream: June 8-13, 2014
Advanced Stream: June 10-13, 2014
Nottawasaga Inn, Alliston
- **Project Management Workshop**
June 30, 2014
Courtyard Marriott Downtown, Toronto
- **Healthy Work Environments Workshop Series Part 2 – Inclusivity for a healthy work environment**
July 18, 2014
Courtyard Marriott Downtown, Toronto
- **Healthy Work Environments Workshop Series Part 3 – Leadership at the point of care**
September 8, 2014
Courtyard Marriott Downtown, Toronto

Welcome to the Team!

Katherine Wallace (RN, RM, MHS, BSc (Midwifery), BScN) joined RNAO in December as a Program Manager. Her clinical background is in obstetrics. She is a registered nurse and a registered midwife, and earned a Masters of Health Sciences from Athabasca University. She has been a clinical instructor at Trent University and has also taught a research methods course at Ryerson University. She is very excited to be a new member of the IABPG team.



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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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