

TRANSFORMING NURSING THROUGH KNOWLEDGE

Ever-Expanding Profile of our BPSOs® and their Impact

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

As I write this column, we are welcoming two new Academic BPSOs: University of West Indies School of Nursing in Jamaica, and Antwerp University School of Nursing in Belgium. Both BPSOs are set to commence their

work with faculty and students and embark on necessary curriculum changes to integrate their three or more selected BPGs. In addition, we are at the six-month milestone with our new BPSOs for cohort five and

the second cohort of LTC BPSOs, the 18-month milestone for our first cohort of LTC BPSOs, and the six-month milestone for our newly designated cohort four, including our first international BPSOs in Australia, Chile, Colombia and Spain. Other academic and service BPSOs in Ontario, across Canada, and around the world are in various stages of their pre-designation work or are sustaining, spreading and expanding work of a BPSO designate. Currently, there are 95 BPSOs incorporating over 450 service and academic organizations. And what an impact our BPSOs are making.

Now that we have eight academic BPSOs, we are moving forward with the development of NQuIRE™ academic indicators to assist academic programs in their assessment of the impact of BPG integration on curriculum, faculty,

students, and ultimately patients. An education indicator scoping review has commenced with one of our academic BPSO leads and two of the staff members on our nursing research associate team leading this initiative. The goal is to provide evidence to inform our academic indicator development, and all our academic BPSOs will be engaged in this work.

We were delighted to receive an overwhelming response to the BPSO impact survey (2014-2015), which identified the massive impact of BPGs on nurses and other health-care professionals, and on the estimated three million patients who have been touched by the use of RNAO's best practice guidelines. In addition, through the survey, our BPSOs have indicated the most frequently used BPGs, the BPGs with the greatest impact on patient outcomes, and the BPGs with the greatest impact on clinical practice. This survey also helped us see how staff education and orientation, policy development, quality improvement practices, and technology have been great contributors to the incredible sustainability of BPG use in BPSOs. We have also learned that the RNAO coaching and support model for BPG implementation is working well, largely due to the required structures for accountability and communication, regular reporting, report reviews and peer support in knowledge exchange sessions, and one-on-one mentoring.

Through NQuIRE, our BPSOs are now seeing the impact of structures and processes (nursing interventions) on client outcomes when specific BPGs are implemented. Structure, process and outcome indicator measurement has

changed the way nurses and others look at implementation activities, and their results. Through NQuIRE, they have real data to let them know how their evidence-based interventions (process indicators), and the context of their work (structural indicators) is impacting client outcomes (outcome indicators).

We want to assist our BPSOs as much as possible through the most rigorous BPG development processes, the most effective implementation strategies, and the highest quality database system for evaluation. It gives me great pleasure to acknowledge our stellar team of competent and hard-working staff who make outstanding contributions in each of the above areas, ably led by Michelle Rey, Associate Director, Guideline Development, Heather McConnell, Associate Director Guideline Implementation and Knowledge Transfer, and Yaw Owusu, Associate Director, Evaluation and Monitoring.

The dynamic combination of the program, the people, and the passion for quality are making the difference for populations across all sectors and around the world.

WINTER 2016

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Irmajean Bajnok

BPSOs in Latin America: An Update

By Josephine Mo, BA (Hon.),
Executive Assistant, RNAO

RNAO CEO Doris Grinspun travelled to Bucaramanga, Colombia, in August to facilitate BPSO orientation for the nursing program at the Autonomous University of Bucaramanga (UNAB), the newest academic BPSO to join the Latin America BPSO consortium. Co-facilitating with Grinspun was Amalia Silva, BPSO lead, and director of the nursing department at the University of Chile, a BPSO designate organization (2015). The orientation program included participants from the UNAB nursing program, as well as some from FOSCAL, a service BPSO from the first cohort of Latin American BPSOs, and others from organizations in Colombia interested in becoming BPSOs. The curriculum was based on RNAO's *Implementation Toolkit and Educators' Resource*. In addition, there was a focus on a train-the-trainer methodology that will lead to building and strengthening the local Champions Network, and promoting sustainability in implementing guidelines. During her visit, Grinspun conducted a BPG

implementation audit at FOSCAL, BPSO designate (2015), which is also located in Bucaramanga, Colombia. Her site visit yielded excellent results, demonstrating sustained implementation of RNAO BPGs, familiarity of staff, patients and their families with BPG recommendations, and consistent improvement of outcomes as monitored by NQUIRE.

In October, Grinspun participated in the Third International Congress of Nursing in Bogota, Chile, titled *Safety and Quality of Care in Nursing Based on Scientific Evidence*. This annual conference, hosted by BPSOs in the Latin America Consortium, was hosted by two BPSO designates – Clinica Las Condes, a service organization, and the Department of Nursing at the University of Chile, an academic institution. Grinspun delivered the opening keynote on the *Science and Art in Implementing Evidence-Based Clinical Practice Guidelines, and Outcomes in Various Countries*. The conference featured presentations as well as roundtable discussions related to the implementation of RNAO

guidelines on wound care, pain assessment and management, and patient-centred care, with a focus on the home-care sector.



Amalia Silva, director of the Nursing Department, highlighted the value of the implementation of the guidelines.



Doris Grinspun presenting on nursing leadership.



Nurses from two BPSO Designates in Chile – the Department of Nursing at the University of Chile, and Clinica Las Condes – were congratulated for completing their training as BPSO Champions. The ceremony took place at the annual research conference hosted by the two BPSOs in Santiago, Chile, between October 21 and 23, 2015.

RNAO's Chronic Disease Management Institute a Great Success

By Andrea Stubbs, BA, Project Coordinator and Megan Bamford, RN, MScN, Program Manager, IABPG Centre, RNAO

RNAO hosted the engaging *Chronic Disease Management Institute* from October 25-30. Nurses and other health-care professionals had the opportunity to learn about effective evidence-based practices associated with health promotion and chronic disease prevention and management, thereby enhancing their ability to work alongside patients living with chronic diseases.

Participants from across Ontario joined together in Toronto to engage with expert speakers and colleagues practising in various sectors and positions related to chronic disease management. Sessions covered various topics, including social determinants of health, community development, self-management, motivational

interviewing, client-centred learning, and quality improvement and evaluation. Participants enhanced their knowledge of relevant RNAO BPGs and their ability to develop a plan for implementing and evaluating best practices within their organizations.

Expert speakers raised awareness of current evidence-based health promotion and prevention initiatives in populations at risk for chronic disease and in need of chronic disease management programs. Those in attendance engaged in fruitful discussions with both expert speakers and colleagues, enabling them to leave the institute with a network of professional contacts.

The week concluded with a powerful and moving presentation that explored the lived experience of those with chronic disease. A mother and

daughter presented their experiences of learning to live with a chronic illness and the care they received by health-care providers. Both mother and daughter expressed a need for health-care providers to acknowledge the person who is experiencing the disease as an individual, with a life beyond the chronic illness.



Innovation Group "Nation to Nation" presenting its key learnings from the week at the conclusion of the 2015 Chronic Disease Management Institute.

Welcoming Two New BPSOs: Jamaica and Belgium

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

Jamaica and Belgium are the two latest academic Best Practice Spotlight Organizations (BPSO) to join the Registered Nurses' Association of Ontario. The University of West Indies, School of Nursing, Mona in Jamaica, and in Belgium, the University of Antwerp, Master Program Nursing and Midwifery, Department Nursing and Midwifery, joined the BPSO Designation program this fall.

The University of West Indies, School of Nursing, Mona will be implementing the following four guidelines over the three year pre-designation period: 1) Professionalism in Nursing, 2) Prevention of Falls and Fall Injuries in the Older Adult, 3) Assessment and Management of Stage I to IV Pressure Ulcers, and 4) Person-



and Family-Centred Care. The overall goal of their work is to enhance their nursing students' knowledge, attitude, and skills in the use of best practice guidelines in theory and clinical courses. The RNAO is looking forward to delivering the BPSO orientation institute at the University of West Indies in January. The curriculum for the institute is based on RNAO's implementation toolkit and incorporates elements of the Best Practice Champions Workshop. It will prepare the BPSO participants to successfully lead guideline implementation.

The University of Antwerp, Department Nursing and Midwifery, Master Program Nursing and Midwifery, will be implementing five guidelines during its pre-designation period: 1) Strategies to Support Self-Management in Chronic

Conditions: Collaboration with Clients, 2) End-of-Life Care During the Last Days and Hours, 3) Developing and Sustaining Nursing Leadership, 4) Developing and Sustaining Interprofessional Health Care: Optimizing patients/clients,



organizational, and system outcomes, and 5) Person- and Family-Centred Care. The master program implementing these guidelines will provide students with the opportunity to utilize this knowledge not only in theory, but in practice as they combine their work in a health-care setting with their academic program.

Support for this important work is strong within both faculties and is consistent with health-care activities in these countries and reflects a commitment to nursing and its contribution to health outcomes.

Tobacco Cessation Program: What's New?

By Jennifer Callaghan, BA, MPH, Project Coordinator, IABPG Centre, RNAO

RNAO's tobacco cessation program is in full swing. With funding provided by the Ministry of Health and Long-Term Care, the team will be partnering with eight tobacco cessation implementation sites throughout the province, which are being identified through a request for proposal process. Implementation sites can be from any health-care sector, including public health, primary care,

long-term care, and acute care. Academic sites are also invited to apply. Eligible sites include those that are looking to either initiate or expand an existing tobacco cessation program in their workplace. Chosen sites will receive personalized support from RNAO's tobacco cessation coordinators, a free one-day tobacco cessation workshop, access to resources, and up to \$5,000 to help support the growth and reach of their program.

Supporting Pre- and Postnatal Women and Their Families Who Use Tobacco, is now available on the Tobacco Free RNAO website. This eLearning module has been designed to increase the capacity of health-care practitioners to provide tobacco cessation interventions to pre- and postnatal women. The tobacco cessation team has already begun planning the next eLearning module, which will be on the topic of engaging youth and young adults to quit tobacco.

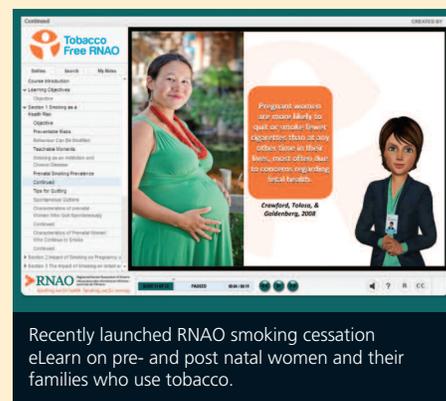
For more information about the program, please check out our website at Tobaccofreernaoc.ca



RNAO's Smoking Cessation team (l-r): Tiiu Sildva, Jennifer Callaghan, Jennifer Tiberio, and Sheila John.

The tobacco cessation team has also organized an interesting and engaging webinar series with relevant topics for nurses and other health-care professionals. Webinars are held once per month throughout the fall and winter, between 12-1pm. This year's topics include woman-centred trauma informed tobacco cessation interventions, smoke-free housing, young adults' use of cigarettes and alternative products, and hookah use in young adults.

The program's most recent eLearning module, entitled



Recently launched RNAO smoking cessation eLearn on pre- and post natal women and their families who use tobacco.

BPSO Impact Survey now Available

By Jennifer Callaghan, BA, MPH, Project Coordinator, IABPG Centre, RNAO

An impact survey of the Best Practice Spotlight Organizations (BPSO) was conducted early in 2015 to learn how RNAO best practice guidelines have spread throughout organizations, how many nurses, units, teams, and patients/clients/residents have been influenced by the guidelines, and which of the guidelines have had the most impact on nursing practice and client outcomes.

The project leads and sponsors from 50 established BPSO organizations were invited to complete the survey on behalf of their organization. International host sites were also asked to forward the survey to their direct

sites. Overall, there was a 70 per cent response rate.

It was determined that hundreds of RPNs, thousands of RNs, and the care of over three million patients/clients/residents are affected annually by the use of RNAO best practice guidelines. Organizations noted improved outcomes such as a reduction in falls and falls-related injuries, pressure ulcer incidence and prevalence, and vascular access infections, to name a few.

Increased wound healing, pain management, breastfeeding, smoking cessation, and overall patient/client/resident satisfaction rates were all reported. Nurses indicated that



by following guideline recommendations, they were more likely to conduct assessments such as falls risk, tobacco and nicotine use, and pressure ulcer risk. Formal nurse leadership training and mentorship were prioritized as a result of the guidelines.

For more information about the survey, and the impact of the BPSO program and RNAO guidelines, please see the summary report online at RNAO.ca/bpg/bpsolmpact_survey

Facilitating the Evaluation of BPG Integration in Academic BPSOs

By Ancilla Barco, RN, MN, Nursing Research Associate, RNAO, Diana An RN, MSc, Nursing Research Associate, RNAO, Yaw Owusu BSc, MSc, MSc, PhD, Associate Director, Research and Evaluation, RNAO, JoAnne MacDonald RN, PhD, Associate Professor, School of Nursing, St. Francis Xavier University

Launched in 2012, Nursing Quality Indicators for Reporting and Evaluation (NQuIRE) is RNAO's data system of quality nursing-sensitive indicators, designed for Best Practice Spotlight Organizations (BPSO) to systematically monitor the progress and evaluate the outcomes of implementing RNAO's best practice guidelines. BPSOs submit data on structure (organizational attributes), process (actions done for and with clients), and outcome (effect of care on clients' health status) indicators relevant to the organization and the BPGs they are implementing. This data enables the monitoring of ongoing progress and success of implementation of evidence-based nursing care and quality improvements.

RNAO boasts many academic BPSOs, both nationally and internationally, that integrate RNAO BPGs into the academic curriculum of nursing and health-care professional students, arming students with the evidence-based knowledge necessary for clinical practice. It is expected that upon graduation, these students will be champions for evidence-based practice. Increasing numbers of academic BPSOs are interested in measuring the impact of this work on curriculum, faculty and student outcomes and so RNAO has begun the process of developing quality indicators for academic BPSOs.

As part of this work, RNAO, in collaboration with St. Francis Xavier University (StFX) is currently conducting an interpretive scoping review to improve the understanding of how best to measure the integration of RNAO's clinical best

practice guidelines in undergraduate curricula. The goal of this project is to review current literature and identify quality performance indicators related to the uptake and impact of clinical BPG integration in academic settings. This work will be validated through collaboration with our academic BPSOs and used by the NQuIRE team to develop academic quality indicators. These indicators will be utilized by academic BPSOs to quantify and evaluate the impact of guideline integration on student competencies and subsequent client health outcomes. It is also expected that this knowledge will be applied by academic BPSOs for the purposes of development and ongoing refinement of undergraduate curricula.

The leads of the academic scoping review, JoAnne MacDonald, Associate Professor, StFX School of Nursing; Ancilla Barco, Nursing Research Associate, RNAO; and Diana An, Nursing Research Associate, RNAO have identified research questions, and are currently working with three other colleagues from StFX and Trent University to sift through the large volume of evidence against established inclusion/exclusion criteria. Next steps include a full-text review of included articles, data analysis, and a summary report, which is expected early in 2016.

Academic BPSOs are being engaged in this project in several ways. Irmajean Bajnok, Director, International Affairs and Best Practice Guidelines Centre, is leading an international academic BPSO working group, made up of academic stakeholders from Canada, Chile, Columbia, Spain and China. This group will provide invaluable input and validation throughout the scoping review process as new evidence, themes, or topics emerge.

For more information about NQuIRE, please visit RNAO.ca/bpg/initiatives/nquire

Advocacy in Action

By Verity White, BSc, Project Coordinator, IABPG Centre, RNAO

RNAO has recently released a new edition of the political action toolkit – *Taking Action: A toolkit for becoming politically involved*. This new version includes current examples and additional tools, as well as a fresh new look. The toolkit provides nurses with concrete examples, templates and strategies to build alliances, lobby politicians, and work with the media to shed light on important issues. Readers can also find examples of how RNAO has been working to raise awareness about elder abuse – just one of the many topics that nurses might choose to advocate for.

In September, registered nurses, nurse practitioners, nursing students and others attended RNAO's webinar *Advocacy in action: Tools for sparking change* to learn about the toolkit. Hosts, Susan McNeill, RNAO IABPG program manager, and Anastasia Harripaul, RNAO nursing policy analyst, were joined by three guest speakers: Cathy Graham, a professor at Trent University; Evan Mitchell, a nursing student at Trent University, and Karimah Alidina, professional practice clinician at Halton Health Care and the president of RNAO's Halton chapter. The webinar provided a virtual tour of the updated toolkit. The guest speakers, who are all passionate about various topics and are actively involved in advocacy work, had a strong message to share – nurses can make a change and there are lots of ways to get started and be involved.

If there's a health or nursing issue you think deserves more attention, find out more about how you can get started on the path to change through political action. The archived webinar and *Taking Action: A toolkit for becoming politically involved* can be found on RNAO's website at RNAO.ca/PoliticalToolkit

For more specific inquiries about policy and political action, contact RNAO's policy department through info@RNAO.ca

Creating Healthy Work Environments: A Look Back at the HWE Institute

By Oliwia Klej, HBCS, Project Coordinator, and Althea Stewart-Pyne, RN, MHSc, Program Manager, IABPG Centre, RNAO

Nurses from across the province took part in RNAO's biennial Healthy Work Environment (HWE) Institute, which was held from Sept. 21 to 25 at the beautiful Kingbridge Conference Centre in King City, Ontario.

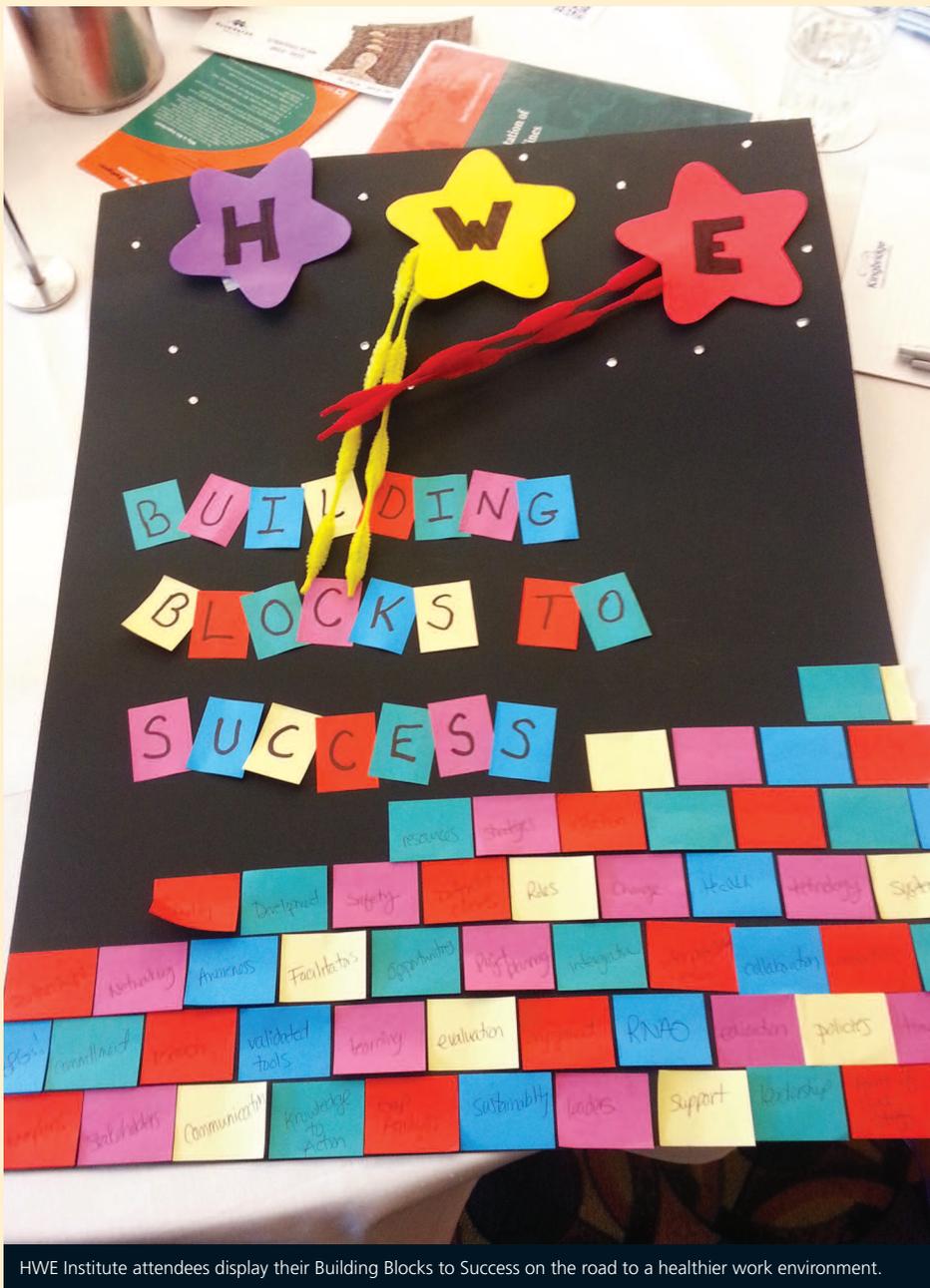
Attendees, including nurses from long-term care, acute care, and community health, brought with them an eagerness to learn, a range of experiences and perspectives, and a common interest in learning how they can make their workplaces healthier for themselves and their residents/patients/clients. The week-long curriculum tackled tough issues that affect health-care staff every day, including conflict resolution, managing and overcoming bullying, effective

leadership and interprofessional practice.

Invited guests included keynote speaker and RN author Tilda Shalof, along with industry leaders, Henrietta Van hulle, Executive Director, Health and Community Services at Public Services Health and Safety Association, Lois Berry, Interim Assistant Vice-Provost, Health, University of Saskatchewan, Rhonda Seidman-Carlson, VP Interprofessional Practice/CNE, The Scarborough Hospital, and Barb O'Neil, Chief Nursing Executive and Chief, Interprofessional Practice and Organizational Development, Bluewater Health.

In addition to learning new theory, strategies and techniques, participants enjoyed a session on complementary therapies to deepen their understanding of self care and how they can incorporate complementary therapies into their work and personal lives.

For more information about HWE events, guidelines and resources, please visit RNAO.ca/bpg/guidelines/hwe-guidelines



HWE Institute attendees display their Building Blocks to Success on the road to a healthier work environment.



The institute focused on respect, civility, leadership, and the importance of self care and maintaining an appropriate work-life balance.

Advanced Clinical Practice Fellowship Program – Announcing a New Fellowship Opportunity

By Erica D'Souza, BSc, Project Coordinator, and Tasha Penney, RN, MN, CPMHN(C), Manager, Research and Evaluation, IABPG Centre, RNAO

The Advanced Clinical Practice Fellowship (ACPF) Program provides an exciting and rewarding learning opportunity that allows registered nurses or nurse practitioners, their organizations, and mentors to work together to develop enhanced



knowledge and skill, resulting in better patient care and outcomes. Nurses who participate in RNAO's ACPF program are released from their regular role responsibilities for three months (or 450 hours if participating in a part-time fellowship) in order to gain new knowledge, skills, and expertise in an area of their choice.

NEW IN 2015: RNAO has partnered with Associated Medical Services (AMS) and will be offering eight fellowships per year for the next three years that will focus on humane, compassionate, person-centred care. This new fellowship, known as the AMS/RNAO Fellowship, will supplement the existing ACPF program, allowing more nurses and nurse practitioners the opportunity to expand their knowledge and skills in humane, compassionate, person-centred care, through all aspects of care delivery

across the continuum of care. Fellows in this stream will attend a two-day conference where they will have an opportunity to meet fellows from the AMS Phoenix Fellowship Program, strengthen their learning plan, and build a network of supportive leadership. Fellows in this stream will also be featured in the conference program.

A *Request for Proposals* for both the ACPF and AMS/RNAO Fellowships was posted on the ACPF website in early November.

Free workshops are being offered November to January via webinar/teleconference to support applicants in their proposal development.

Please visit RNAO.ca/acpf for more information.

Implementing and Sustaining Evidence-Based Practices in Long-Term Care

By Suman Iqbal, RN, MSN, MHA, Long-Term Best Practices Coordinator, Provincial Projects, IABPG Centre, RNAO

Health professionals who work in long-term care have a new resource to help them in their work. The second edition of the Long-Term Care Best Practices Toolkit

(LTC Toolkit)

is a free, web-based collection of resources and tools to assist long-term care homes with implementing RNAO best practice guidelines (BPG).

The toolkit has three main sections. The clinical and healthy work environment sections include best practice topics that relate to BPGs, support required and care services programs, enhance

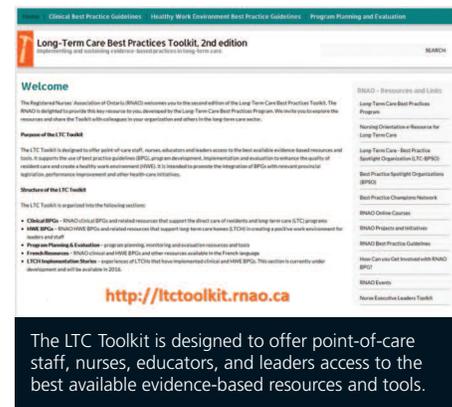
the quality of resident care, and create a healthy work environment. The section on program planning and evaluation includes resources that promote the integration of BPGs with relevant provincial legislation, performance improvement and other health-care initiatives.

Long-Term Care Best Practices Toolkit 2nd Edition
Implementing and sustaining evidence-based practices in long-term care

Nurses and others interested in learning more can sign up for a free monthly webinar series featuring each of

the 10 clinical and two HWE topics included in the toolkit. Participants will learn how to access and use the resources and tools included in the toolkit for program planning and evaluation. Visit the RNAO Events page for topics and dates.

Long-Term Care Best Practice Coordinators (LTC BPC) are located



The LTC Toolkit is designed to offer point-of-care staff, nurses, educators, and leaders access to the best available evidence-based resources and tools.

across the province and are available to consult with LTC staff on how to integrate best practices into resident-care programs and the work environment. To contact a LTC BPC in your area, go to: RNAO.ca/ltc

For further information, please contact: Suman Iqbal, Long-Term Best Practices Coordinator, Provincial Projects. Direct: 416-408-5761; toll free: 1-800-268-7199 x283; email: sigbal@RNAO.ca

Winter 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 and Behaviour*
- *Caregiving Strategies for Older Adults with Delirium, Dementia and Depression*
- *Assessment and Management of Foot Ulcers for People with Diabetes*
- *Ostomy Care and Management*
- *Supporting Clients on Methadone Maintenance Treatment*

- *Stroke Assessment Across the Continuum of Care*
- *Enhancing Healthy Adolescent Development*
- *Integrating Smoking Cessation into Daily Nursing Practice*
- *End-of-Life Care During the Last Days and Hours*

Healthy Work Environment (HWE):

- *Developing and Sustaining Nursing Leadership*
- *Embracing Cultural Diversity in Health Care*
- *Professionalism in Nursing*
- *Collaborative Practice Among Nursing Teams*



- *Managing and Mitigating Conflict in Health-Care Teams*

To purchase RAO Best Practice Guidelines, or for further details, please visit RNAO.ca/bpg or call/email the sales

office 416-907-7965,

jburriss@RNAO.ca

Sale ends **Feb. 1, 2016** so purchase your copies today!

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

Welcome to the Team

Gurjit K. Toor (RN, MPH): Gurjit joined RNAO in March 2015 as a Data Quality Analyst for the Nursing Quality Indicators for Reporting and Evaluation (NQIRE) data system. She is excited about her role at RNAO as it allows her to marry her nursing knowledge with her epidemiology skills in order to engage BPSOs to use quality data to leverage their work. Prior to joining RNAO, Gurjit worked as a public health nurse for the Sexual & Blood-borne Infections Team at the Regional Municipality of York. Gurjit is a registered nurse and worked in acute care for a number of years prior to completing her Master of Public Health (MPH) in Epidemiology from the Dalla Lana School of Public Health, University of Toronto, in 2014. Gurjit also has a Bachelors of Science degree in Nursing from McMaster University (2010) and her Bachelors of Science from McGill University (2006).

Lisa Ye (RN, MN): Lisa joined the IABPG Centre team in July 2015 after completing her Master of Nursing degree at the University of Toronto. Prior to joining the RNAO team, Lisa worked as a staff nurse on the Neurosurgery and Trauma Unit at St. Michael's Hospital and as a research assistant at the University of Toronto. She is very excited to be joining the

IABPG Centre team as a nursing research associate.

Laura Legere (RN, MScN): Laura was thrilled to join the IABPG team at RNAO as a nursing research associate in February 2015. While working at RNAO this year, Laura has completed systematic reviews for two guideline revisions, as well as updated and revised research for a new guideline on Practice Education in Nursing. Before starting at RNAO, Laura completed her nursing degree and worked on an orthopaedic surgery unit in Saint John, New Brunswick. In 2012, she moved to Toronto, where she recently completed her master's degree from York University, with a thesis focusing on the reproductive cancer experience for lesbian and bisexual women.

Yaw Owusu (BSc, MSc, MSc, PhD): Yaw joined RNAO in July, as the associate director, research and evaluation. He leads the NQIRE and eHealth portfolios. Yaw has a PhD in health policy with a specialization in health economics. Yaw has worked at McMaster University in teaching and research positions for the past four years, and prior to that in various financial analysis and research associate positions in the private and public sectors. He brings a strong appreciation of large data systems, evidence-based policy, and health economic analysis.

Upcoming Events

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

- **Managing Bullying in the Workplace**
January 19, 2016
Radisson Admiral Hotel, Toronto
- **Best Practices in Wound Care Institute: Minding the Gap, Foundational Stream**
February 28 - March 4, 2016
Fallsvie Hilton Hotel, Niagara Falls
- **Best Practices in Wound Care Institute: Minding the Gap, Advanced Stream**
March 2-4, 2016
Fallsvie Hilton Hotel, Niagara Falls
- **Motivational Interviewing Workshop**
March 10-11, 2016
Radisson Admiral Hotel Toronto



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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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