

TRANSFORMING NURSING THROUGH KNOWLEDGE

Moving Forward into the New Year

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

This newsletter provides a wonderful opportunity to give you an update on all of our work within the IABPG program to address one of the biggest challenges in health care today, that of putting knowledge into action so our patients reap the benefits.

RNAO is active along all aspects of the knowledge to action cycle, that is so clearly depicted in the second edition of the RNAO Implementation Toolkit.

This edition was released in September and the response has been overwhelming. It places particular emphasis on the use of the Knowledge to Action Model. It also includes enhanced sections on evaluation and sustainability, and draws on both the challenges and success stories from the field, many of which were contributed by our BPSO[®]s. Many other knowledge resources were released over the fall, including our clinical guideline on *Facilitating Client Centred Learning* and our Healthy Work Environment guideline on *Managing and Mitigating Conflict in Health-care Teams*. In addition, several new updates of guidelines have been released, including *Woman Abuse: Screening, Identification and Initial Response*.

RNAO, in partnership with all our BPSO[®]s continue to refine the guideline development process. We are also

currently strengthening the systematic review process as a key aspect of our rigorous approach to guideline development. As well, with the development of RNAO BPG Nursing Order Sets (BNO), each guideline will now include clear, actionable practice recommendations that, when converted into order sets, are coded with the standardized nursing language. This will make them more useful for embedding into electronic health records. Use of BNO makes it possible to capture the work of nursing in the health record, and will help us measure the impact of evidence-based nursing interventions on client outcomes. This is something we have not been successful at to date.

Our focus on determining the impact of evidence-based practice guidelines on outcomes – client, provider, and organization – has led us to the development of NQuiRE. The Nursing Quality Indicators for Reporting and Evaluation (NQuiRE) data base will revolutionize how we are able to measure the impact of nursing interventions based on best practice guidelines, taking into consideration the context or nursing structures in place. Our guideline panels and BPSO[®]s have been invaluable in the process, as client outcome indicators for each guideline have been developed and practice recommendations have been converted into order sets. A set of overall structure indicators has also been developed that will be utilized for all BPGs.

Our 68 BPSO[®]s in Ontario, Canada and internationally (representing almost 300 sites) provide proof of the kind of client, provider, and organizational outcomes that are possible with a focus on using best evidence in practice and being unrelenting in the expectation that best evidence must trump tradition when giving quality care. At the end of the day, the question we have to ask ourselves is: Have we made a difference with the care we have delivered in the lives of our patients. That is what I truly believe every nurse and every health-care provider wants and what every patient expects and deserves.

WINTER 2013

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Irmajean Bajnok

Bluewater Health Hosts Nursing Best Practice Champions Workshop

In April 2012, Bluewater Health began a three-year partnership to become a Best Practice Spotlight Organization (BPSO®) designate. Bluewater Health, with locations in Sarnia and Petrolia, is a 326-bed community hospital with almost 2,500 staff, dedicated to promoting practice excellence as the hospital continues to meet BPSO® program standards. On October 23, the Sarnia site hosted the first Nursing Best Practice Champions workshop based on the newly released *Toolkit: Implementation of Best Practice Guidelines*. Lori Jennings, Bluewater's manager of best practices, shared her views with RNAO's Claire O'Keeffe about the hospital's BPSO® status with RNAO.

1. Why did Bluewater Health become a BPSO®?

Becoming a BPSO® supports our goal to develop an evidence-based culture of excellence and engagement throughout the organization.

2. How important is BPSO® designation to you?

It is important to me, both as a health-care professional, and as a

member of the community. The BPSO® designation provides me with the comfort of knowing that if I or my family requires health-care services, the care we receive will be of the highest quality, and rooted in evidence-based practice.

3. What were you most excited about when embarking on this BPSO® process?

Implementing Best Practice Guidelines is about embedding evidence into daily health-care providers' practice, which is not about creating more work. *It is our work.*

4. Why do you think Bluewater was chosen as the location to host this Champions' workshop, launching the new curriculum based on the second edition of RNAO's *Toolkit: Implementation of Best Practice Guidelines*?

We were delighted and proud to be the host organization for this workshop. Bluewater Health had an incredible response to the call for frontline staff and managers to participate as RNAO Best Practice Guideline Champions. A grand total



(l-r) Chelsea Morka, RNAO IABPG Project Coordinator; Bev Faubert, RNAO LTC Coordinator – Erie – St. Clair; Nancy Bauer, RNAO Best Practice Champions Facilitator; Lori Jennings, Manager, Best Practice, Bluewater Health; Barb O'Neil, Chief Nurse Executive, Bluewater Health at the event.

of 73 Best Practice Champions have been trained since August 2012. This shows engagement and support of the BPSO® journey across the organization.

5. Over three years, your goal is to educate 180 champions on how to implement evidence-based practice. Do you foresee any obstacles in meeting this goal?

While that is ambitious, we are confident we will be at 50 per cent of our goal by the end of March 2013 and we will reach 100 per cent by the end of year three. Continued champion engagement is an obstacle we are anticipating and planning for.

6. Have members of your frontline staff given feedback on how involvement in the BPSO® initiative has affected on Bluewater Health?

We have seen and heard enthusiasm, energy, passion, and excitement by frontline staff. I am equally pleased with the organization-wide recognition that this is not only about nursing. It crosses all inter-professional boundaries.

7. What advice do you have for other organizations considering becoming a BPSO®?

My advice would be that supporting structures must first be in place within your organization. These supports include leadership, administrative support, communications, a dedicated BPSO® lead with dedicated time, required resources and most importantly, involvement of all key stakeholders, which includes patients and their families.



Workshop participant reviews the new RNAO Toolkit.

3rd Annual Chronic Disease Institute: Supporting Client Self-Management

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

The 3rd Annual Chronic Disease Management Institute, hosted by the RNAO's International Affairs and Best Practice Guidelines Centre, was held in November in beautiful Niagara Falls. The event attracted nurses from across Ontario, representing long-term care, acute care, community health, academia and other sectors. Although they brought a range of perspectives from different practice settings, their common interest in enhancing their expertise in chronic disease prevention and management provided a foundation for networking and sharing experiences and successful strategies.

The curriculum provided attendees with the theory, techniques and tools they need to help clients take the lead in their own care. They gained a greater

understanding of the "chronic disease epidemic" from a national, provincial and regional perspective. Participants actively engaged in sessions focused on quality improvement, motivational interviewing, organizational change, collaborative practice, evaluation and the impact of technology on chronic disease management. In addition,

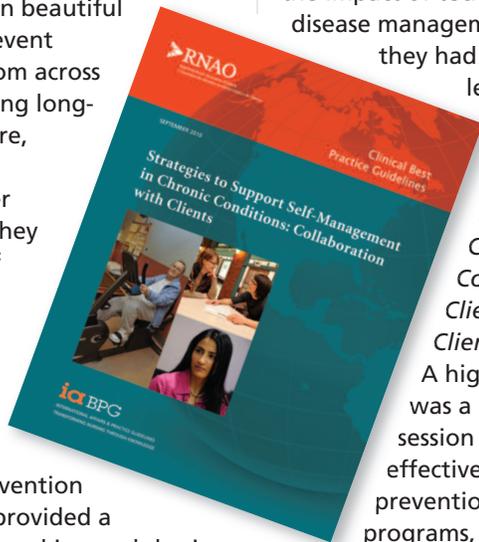
they had the opportunity to learn more about two

RNAO guidelines *Strategies to Support Self-Management in Chronic Conditions: Collaboration with Clients* and *Facilitating Client Centred Learning*.

A highlight of the Institute was a "rapid rounds" session which focused on effective chronic disease prevention and management programs, and included representatives from Toronto

Public Health, Two Rivers Family Health Team, Bridgepoint Health, VON Canada and Holland Bloorview Kids Rehabilitation Hospital. The session was followed by an interactive "Knowledge

Fair", where attendees had the opportunity to explore chronic disease resources to support client self-management. Session facilitators freely shared their knowledge and expertise to support the participants' learning.



Release of RNAO's Toolkit: Implementation of Best Practice Guidelines, Second Edition

We're pleased to announce the release of RAO's *Toolkit: Implementation of Best Practice Guidelines*. This toolkit is designed to assist health-care settings in maximizing the potential of best practice guidelines, through systematic and well-planned implementation.

The toolkit was officially launched during the 2012 Healthy Work Environment Institute in October. You can access the toolkit online at <http://rnao.ca/bpg-toolkit-2ed>.



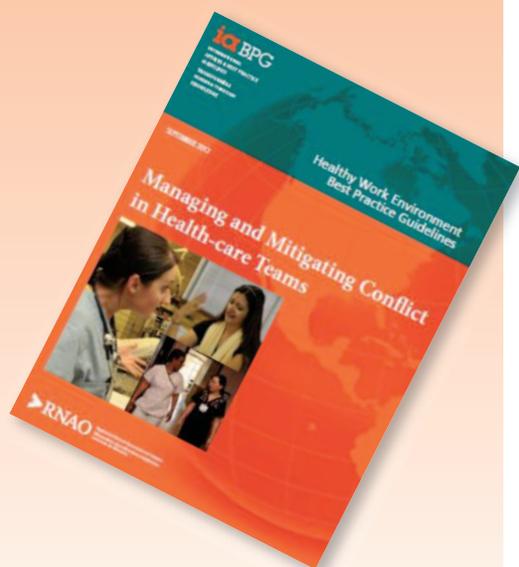
The Learning Circle, Les Motivateurs proudly displays the results of their work in the session on Collaborative Practice.

Managing and Mitigating Conflict in Health-care Teams – RNAO's Latest HWE Guideline

RNAO added another Healthy Work Environment guideline to its roster this fall. *Managing and Mitigating Conflict in Health-care Teams* was launched at the Healthy Work Environment Institute in October. It focuses on nursing teams and recommends strategies to help foster healthy work environments. The guideline panel was chaired by Dr. Joan Almost of Queen's University and the University of Ottawa's Dr. Derek Puddester.

Conflict is inevitable in the work environment, because people have different goals, needs, and ideas. The purpose of this guideline is to assist nurses in managing and mitigating interpersonal conflict among health-care teams. As the guideline points out, not all conflict is negative. One of the BPG's underlying assumptions is that while some types of conflict can be preventable, healthy conflict can also be beneficial.

This guideline is now available online for free download or for a hard copy, purchase at <http://rnao.ca/bpg/guidelines>.



RNAO Speaks Out on Elder Abuse During a House of Commons Committee

By Josephine Santos, RN, MN,
Program Manager, LTC Best Practices
Initiative, RNAO

On Oct. 16, 2012, the Registered Nurses' Association of Ontario (RNAO) was invited to Ottawa to appear before a House of Commons Standing Committee on Justice and Human Rights.

The committee was studying Bill C-36, an act to amend the Criminal Code to better protect seniors by ensuring tougher sentences for those who take advantage of elderly Canadians.

Under the proposed amendments, evidence that an offence has had a significant impact on the victims due to the vulnerability of their age – and other personal circumstances such as their health or financial situation – would be considered aggravating factors for sentencing purposes.

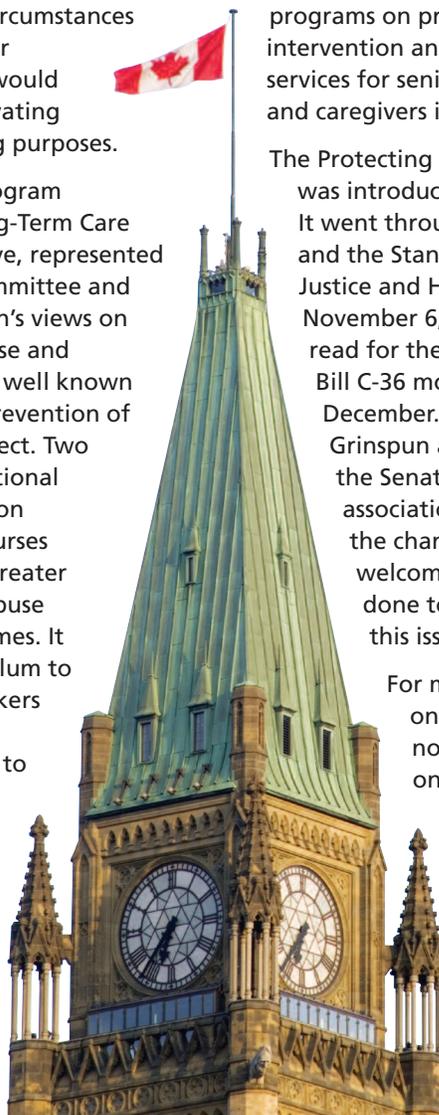
Josephine Santos, Program Manager for the Long-Term Care Best Practices Initiative, represented RNAO before the committee and shared the association's views on preventing elder abuse and neglect. The RNAO is well known for its work on the prevention of elder abuse and neglect. Two years ago, it led a national project in collaboration with the Canadian Nurses Association to raise greater awareness of elder abuse in long-term care homes. It also created a curriculum to help health-care workers identify instances of elder abuse and how to intervene. Recently, the association received funding

from the federal government to create a best practice guideline aimed at the prevention of elder abuse and neglect.

RNAO is pleased that the government is taking steps to better protect seniors from perpetrators of violence and fully supports the amendment of the Criminal Code. In her remarks, Santos pointed out that the amendment by itself will not produce the changes needed to end elder abuse and neglect. The association urged a multi-faceted approach that also included effective prevention of the root causes that make people more vulnerable to elder abuse including social determinants of health such as poverty, discrimination, social isolation and lack of affordable housing. The association said more programs on prevention and intervention and better support services for seniors, their families and caregivers is also needed.

The Protecting Canada's Seniors Act was introduced on March 15, 2012. It went through Second Reading and the Standing Committee on Justice and Human Rights. On November 6, 2012, the act was read for the third time and passed. Bill C-36 moved to the Senate in December. RNAO CEO Doris Grinspun appeared before the Senate to reinforce the association's view that while the change in legislation is welcome, more must be done to deal head on with this issue.

For more information on RNAO's speaking notes and submission on Bill C-36, visit <http://rnao.ca/c36-speaking-notes>.



Creating Healthy Work Environments Institute

By Alice Yang, BBA, Project Coordinator, IABPG Centre, RNAO

The 7th annual Healthy Work Environment (HWE) Institute took place this fall at the Hockley Valley Resort in Orangeville. This week-long institute focused on providing practical application tips from expert faculty

presentations based on RNAO's Healthy Work Environment Best Practice Guidelines, including: leadership, collaborative practice, workload and staffing, professionalism, and workplace health, safety and well-being.

In addition to these BPGs, two other resources were shared with participants including the release of the latest BPG, *Managing and Mitigating Conflict in Health-Care Teams* and the second edition of the *Toolkit: Implementation of Best Practice Guidelines*. The purpose of the *Managing and Mitigating Conflict in Health-care Teams* guideline is to help nurses manage and mitigate interpersonal conflict among health-care teams.



Teams demonstrate their work: "developing links" towards a healthy work environment.

on how to enhance the health of the workplace and maximize outcomes for patients and health-care organizations.

This year's program featured diverse faculty members who are experts in their field. The curriculum incorporated a mix of theory, group activities, and provided opportunities for hands-on learning. The beautiful fall colours that nature provided created a perfect setting for learning. Participants learned how to create healthy workplaces that enable nurses and other health-care professionals to contribute to positive client outcomes through quality clinical care. The institute also featured



Participants identify their "packing list" to equip their journey towards a healthy work environment.

Participants reported feeling re-energized and confident to successfully tackle key workplace issues with their newfound skills and knowledge.

Participants told RNAO's BPG team that they enjoyed the Institute's positive culture and enthusiasm. Next year's Healthy Work Environment Institute will run from August 18 to August 23.

For more information, please visit <http://rnao.ca/events/healthy-work-environments-institute>.



HWE Institute participants at the launch of the new *Managing and Mitigating Conflict in Health-care Teams* Best Practice Guideline.

Addictions and Mental Health Champion Workshops

By Glynis Gittens, BA, Project Coordinator, IABPG Centre, RNAO

A series of workshops focused on addictions and mental health, geared towards developing local Champions, will be offered until February 2013. Funded by the Ministry of Health and Long-Term Care, the champion

workshops aim to provide nurses with essential information on how to apply evidence-based nursing practices related to addictions and mental health. Using key concepts from the second edition of RNAO's *Toolkit: Implementation of Best Practice Guidelines* and the Best Practice Guideline on *Supporting Clients on*

Methadone Maintenance Treatment, the workshops explore implementation processes such as engaging stakeholders, assessing facilitators and barriers, developing and evaluating an implementation strategy and sustaining practice changes. The curriculum also addresses key concepts in addiction and mental health practice, including defining addictions, stigma, harm reduction, and the social determinants of health. It also builds nursing capacity to utilize screening tools and brief intervention counseling strategies.

Seven organizations were selected to host these capacity-building sessions. They include: Health Canada- First Nations and Inuit Health (Sioux Lookout), Centre for Addictions and Mental Health (Toronto), London Health Sciences Centre (London), Royal Victoria Regional Health Centre (Barrie), Ottawa Public Health (Ottawa), Halton Public Health (Halton), and Algoma Family Services (Sault Saint Marie). RNAO is pleased to lead this important initiative, and provide nurses and other health-care professionals with the knowledge and an understanding on how to work with individuals experiencing addictions.

For more information please visit <http://rnao.ca/upcoming-events>.



A group of nurses from Sioux Lookout's Mental Health and Addiction Champion Workshop that took place on October 30, 2012, are working closely to discuss how to integrate Best Practice Guidelines into their clinical settings.



Four participants from the workshop held at the Centre for Addictions and Mental Health in Toronto on November 29, 2012, are reviewing RNAO's latest toolkit; *Toolkit: Implementation of Best Practice Guidelines Second Edition*.



Engaged participants from the workshop that took place at the Royal Victoria Regional Health Centre in Barrie on December 10, 2012, are discussing key stakeholders in the community.

We Get Mail! Breastfeeding eLearning Program

In the Summer 2012 issue of this newsletter, an article focused on "Promoting, Protecting and Supporting Healthy Infant Growth and Development". This feature highlighted the recently released RNAO Breastfeeding eLearning Program. The Chair of the Breastfeeding Committee for Canada, and the Lead Assessor for the Baby Friendly Initiative Ontario contacted our editorial team to tell us that a statement in the article could be misinterpreted by readers. The article stated that "The course presents the policy tools and clinical content that are needed for Baby Friendly Initiative designation to ensure ..." She said

readers may assume that taking the RNAO course will ensure designation as "Baby Friendly" and this is not the case. The WHO/UNICEF and the Breastfeeding Committee for Canada do not prescribe or endorse any one course and no one course can ensure designation. The "Baby Friendly" designation is determined by outcomes based on a comprehensive assessment tool used by BFI Assessors during assessment. This tool includes breastfeeding rates, staff and patient interviews, policies and client educational resources as well as the physical and attitudinal environments of the practice setting.

New Guideline Now Available: *Facilitating Client Centred Learning*

By Rishma Nazarali, RN, MN, Program Manager, IABPG Centre, RNAO

In our complex and ever-changing health-care environment, it is crucial that health-care providers provide information in a way that their clients can understand and relate to. As we shift from the traditional expert model of care to a client-partnership model, clients are becoming more engaged and responsible for decisions about their health. Facilitating client centred learning is an interactive, holistic and social process. Health-care providers must be skilled at assessing learning needs in collaboration with the client. This will lead to better planning and strategies that can be tailored to meet the needs and preferences of their clients.



As health-care professionals, it is our responsibility to facilitate client centred learning in a way that clients can understand and that takes into account their perspective and values. The RNAO's new BPG *Facilitating Client Centred Learning* aims to do just that. The guideline provides evidence-based recommendations for registered nurses, registered practical nurses and other health-care providers to facilitate client centred learning that promotes and enables clients to take action for their health.

The guideline was officially launched in October via a free webcast, with over 400 participants from across Ontario. Interested in learning more about this new BPG? Check out the archived webcast, along with the presentation slides at <http://rnao.ca/bpg/guidelines/facilitating-client-centred-learning>.

Nursing Best Practice Guidelines App

Whether you're based in a hospital, a community health centre, or in remote northern communities in Ontario, you can have all of RNAO's Nursing Best Practice Guidelines at your fingertips with the RNAO BPG app.

At just \$2.99, this app is a vital resource for nurses and students in any setting.

It is comprised of adapted content from RNAO's clinical and healthy work environment guidelines and will work on most Smartphone devices including:



- All iPhone and iPod touch devices as well as the iPad. Find it at the iTunes Store <https://itunes.apple.com/us/app/rnao-nursing-best-practice/id386783615?mt=8>
- Blackberry devices with an operating system (OS) of 4.6 and higher. To find your OS go to Options >> About. Find it at Blackberry App World <http://appworld.blackberry.com/webstore/content/reviews/15120/?lang=en>
- Android device. It is available for all Android devices with an OS of 2.0 or higher. Find it at the Android Marketplace https://play.google.com/store/apps/details?id=com.nitobi.rnao&feature=search_result

We have seen enormous interest in the app already with almost 10,000 downloads to date, including users from around the world. Of that number, Apple iPhone/iTouch/iPad downloads total 8,924. Android downloads total 452, and Blackberry downloads have reached 620.

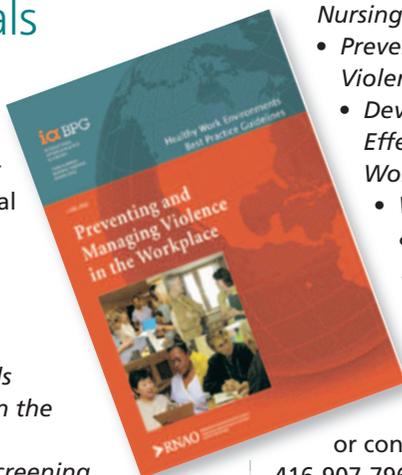
For more information about this innovative resource, please visit <http://rnao.ca/bpg/pda/app> or email mwatson@rnao.ca.

Winter BPG Specials

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

Clinical:

- *Prevention of Falls and Fall Injuries in the Older Adult*
- *Woman Abuse: Screening, Identification and Initial Response*
- *Promoting Safety: Alternative Approaches to the Use of Restraints*
- *Promoting Continence – Using Prompted Voiding*
- *Nursing Management of Hypertension*
- *Crisis Intervention*
- *Integrating Smoking Cessation into Daily Nursing Practice*
- *Ostomy Care and Management*
- *Interventions for Postpartum Depression*



Healthy Work Environment (HWE):

- *Developing and Sustaining Nursing Leadership*
- *Preventing and Managing Violence in the Workplace*
- *Developing & Sustaining Effective Staffing and Workload Practices*
- *Workplace Health, Safety & Well-Being of the Nurse*

To purchase RNAO Best Practice Guidelines, or for more details, visit our website at www.RNAO.ca/bpg

or contact the sales office at 416-907-7965, jburris@RNAO.ca.

Sale ends **March 1, 2013**, so purchase your copies today!

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

Upcoming Events

- **Project Management Workshop**
January 22, 2013
Hyatt Regency Hotel, Toronto
- **Minding the Gap: Wound Care Institute**
February 24 - March 1, 2013
Hilton Hotel and Suites, Niagara Falls
- **Conflict Management Workshop**
March 26, 2013
TBA
- **Designing and Delivering Effective Education Programs**
April 22-26, 2013
TBA
- **Expo-Career Fair: Transitions in your Nursing Career**
May 10, 2013
Toronto
- **Best Practice Guidelines Foundational Institute**
June 9-14, 2013
Blue Mountain, Collingwood
- **Best Practice Guidelines Advanced Institute**
June 12-14, 2013
Blue Mountain, Collingwood

To register for any of the above events, please visit our website at www.rnao.ca/events. For more information please email events@rnao.ca.

Welcome to the Team!

Alice Yang joined RNAO's IABPG Centre as a Project Coordinator in July 2012. Alice is a recent graduate of the University of Toronto and holds a Bachelor of Business Administration degree. RNAO is benefitting from her experience in public policy and project management. Alice's personal interests include reading and traveling. She enjoys working with everyone at RNAO.

Susan Storey McNeill joined RNAO as Program Manager earlier in 2012. In her current role, she is leading the team that is developing a best practice guideline on the prevention of elder abuse. Susan has a passion for program development and education, and has diverse experience from her work in British Columbia, New York and Bangladesh. She enjoys playing music with her 14 year-old son and studying languages.



IABPG Newsletter Editors:

Andrea Stubbs & Heather McConnell
Special thanks to Claire O'Keeffe for her contributions.

Please send comments/inquiries to Heather McConnell, Associate Director, IABPG Program 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.