Our Vision

Our Values
Excellence
Integrity
Collaboration
Innovation

Our Focus
Leading advances and innovations in family-centred, evidence-informed care, education and research.
Delivering programs and services with an integrated approach that promotes healthy professional practice environments.
Nursing at SickKids

Who we are

Nurses at The Hospital for Sick Children (SickKids) are leaders who influence and deliver the best in family-centred care. Our work improves the lives of children around the world. Nurses at SickKids are committed to achieving the highest level of nursing care for children and their families. We recognize and respect the diversity of the community we serve and the uniqueness of each child and family.

What we do

Through partnerships and collaboration, nurses strive to promote and restore optimal health and assist children and families to effectively adjust to health challenges. Nurses influence a work environment where excellence and innovation in practice, education and research are valued. Our nursing knowledge, skill and judgment are used to provide safe, competent and high quality care.

SickKids Mission

As innovators in child health, we lead and partner to improve the health of children provincially, nationally and internationally through the integration of care, research and education:

- Providing the best in complex and specialized family-centred care;
- Creating groundbreaking scientific and clinical advancements;
- Engaging in knowledge translation and sharing our expertise globally;
- Enhancing an academic environment that nurtures experts in child health; and
- Championing an accessible, comprehensive and sustainable child health-care system.
This year, we’re launching the first ever Centre for Nursing (CFN) Report at SickKids. This inaugural report has been developed to ensure that we are communicating, both internally and externally, the strong contribution of the CFN to the health and well-being of children and families. Equally important, the report reveals how nursing activities across the Hospital align with the institution’s stated Strategic Directions for 2010-2011.

The CFN represents both a physical and virtual space, as well as a network of nursing leadership. The CFN has a core team to support its efforts, efforts which are more than simply the work of one unit or one team. CFN staff reach out and collaborate with nurses and other health professionals across the organization. While this report highlights specific activities of the CFN, we recognize that efforts to advance patient care and professional nursing practice involve many leaders and initiatives beyond the scope of this report.

Annual reports typically highlight activities within a calendar or fiscal year. Since this is the first of its kind for nursing at SickKids, we’ve taken the opportunity, where appropriate, to provide background or contextual information for some key and mostly ongoing initiatives. This document showcases the high standard of nursing practice, knowledge and skill across the institution. It also highlights the leadership provided through the CFN and its role in connecting and supporting nursing and nursing activities throughout the Hospital.

It’s important that nurses, as well as other disciplines, across the institution are aware of the important and significant work underway, and nursing’s contribution to that work. This report also provides an opportunity for all of us to reflect on what further contribution nursing can make in support of the Hospital’s Mission, Vision and Strategic Directions.

It’s an ambitious task to try to capture all the incredible work of nursing that happens within and beyond our walls, and this report is just a beginning. Our goal is that future reports reflect nursing practice, knowledge and leadership across the Hospital.

I thank all of you for your tremendous dedication to providing children and families with the best possible paediatric nursing care.

Margaret Keatings
Chief Interprofessional Practice and Chief Nurse Executive
For the more than 1,600 nurses at SickKids, the CFN promotes, facilitates and advocates for excellence in paediatric nursing. Through its leadership, professional support, spirit of inquiry, and innovation, the CFN works to advance the nursing profession, the work environment and the standard of care for patients and their families.

Because the CFN provides leadership in nursing practice, education, research, informatics and the application of technology, it directly or indirectly influences the care provided by every nurse at the Hospital. At the same time, the CFN comprises all nurses within the Hospital, in that the centre is a nexus, through which all nurses at SickKids are interconnected.

The CFN works to further the paediatric nursing profession by representing nursing at the decision-making tables, collaborating with other disciplines and policy makers to influence decisions relating to quality of care, building capacity in all dimensions, and by advocating for the nursing profession.

Leadership for Clinical Informatics and Technology has been a highly valued and innovative force within the CFN for many years. Because of its broad reach and impact across the institution and disciplines, Clinical Informatics and Technology has recently been positioned within the Clinical Program Directors portfolio. The CFN looks forward to continuing to work closely with the team on the many joint initiatives already underway and to explore further ways in which we may support nursing at SickKids.

Leading Practice

Who we are

Pam Hubley, RN, MSc
Associate Chief, Nursing Practice

100 Advanced Practice Nurses (APNs)
A small support team to advance standards and practice projects, including a Professional Practice Coordinator, a Policy Manager and an Administrative Assistant

What we do

The practice portfolio focuses on excellence and innovation in patient safety and nursing care by ensuring we have current practice standards and guidelines that are evidence based and patient centred. We are responsible for providing leadership in building processes and systems that help create supportive and healthy environments for nurses to work in, introducing new roles and practices that enhance collaboration and team function, initiating projects that explore possibilities and engage nurses in professional development and reflective practice opportunities, and guiding leaders across the Hospital to enhance professional practice through evaluation of practice and projects.
The practice portfolio interfaces with all services and programs, especially Quality and Risk Management, Human Resources and Occupational Health and Safety, the Learning and Research Institutes and the Child Health Services portfolio. We aim to provide highly informed consultation, facilitation and participation in complex patient-care situations and in quality improvement projects and innovations. We work together at the individual, unit, program, hospital, and health-care systems level to inform and lead policy and strategy that drives the delivery of nursing services and, ultimately, the highest quality of care for children and families.

Leading Education

Who we are

Bonnie Fleming-Carroll, RN, MN, NP-Paeds
Associate Chief of Nursing and Interprofessional Education
28 Advanced Nursing Practice Educators (ANPEs)

What we do

As an Academic Health Science Centre, education and learning has long been integrated into the fabric of SickKids nursing and is essential for maintaining both safe and high-quality paediatric care within a context of continuous change. Our vision for organizational learning includes building effective relationships, facilitating connections between action and reflection and strengthening our interprofessional practice culture through innovative education strategies.

The CFN supports lifelong learning and the development of leadership at a broad level. Educational programming is evidence based using theories of teaching, learning and evaluation, and reflects sound educational principles while ensuring learners’ needs are assessed appropriately and are met through program development, continuous quality improvement, consultation, networking, the learning process, scholarship and strategic initiatives.

Leading Research

Who we are

Dr. Bonnie Stevens, RN, PhD
Associate Chief, Nursing Research, Signy Hildur Eaton Chair in Paediatric Nursing Research, and Co-Director of the Centre for Pain Management, Research and Education (Pain Centre)

One Nurse Clinician Scientist
One Research Associate
One Central Coordinator, Nursing Research
Three Clinical Research Nurse Specialists
55 Clinical Research Nurse Coordinators (CRNCs)
Five Research Trainees
What we do

The CFN advances evidence-based nursing practice, innovative nursing research activities, and the professional development of SickKids nurses in the area of research. Paediatric pain and symptom management is a key research focus of scientists in the CFN. These scientists maintain externally funded programs of research and develop capacity in research by including trainees at all levels. The following ongoing programs or services are offered centrally through the CFN:

- Nursing Research Fellowship Program
- Monthly Nursing Research Lunch & Learns
- Biennial Nursing Research Day
- Internal Nursing Scientific Reviews
- Nursing Research Consultation Service
- Graduate Placements in Nursing Research
- Clinical Research Nurse Coordinator (CRNC) Orientation

Leading Clinical Informatics & Technology

Who we are

Helen Edwards, RN, MN
Director, Clinical Informatics and Technology

One Manager, Clinical Technology Projects
One Clinical Technology Nurse
One Manager, Informatics Education
21 Informatics Nurses supporting the development, education and implementation of enterprise and/or departmental clinical computer applications. The informatics nurse roles include:
Application Specialists, Education Specialists and Workload Specialists

What we do

Nurses in informatics and technology roles continue to support staff across the Hospital to integrate new or revised computer applications and medical device technologies into their practices and processes. The positions sit within the CFN, IS, or within one of the clinical programs. Common to them all is the link through a matrix structure to the CFN. This ensures that they have the opportunity to stay connected with nursing, to share experiences and for professional development.
Leading RN Council

Who we are

Stephanie DeYoung, RN and Colleen Peskun, RN
Council Co-chairs

30 RN Council Representatives
All staff nurses

What we do

The Registered Nurses’ Council is a well-established, solution-focused group that meets regularly to network and influence their professional practice environment. We work together to identify and solve issues that range from quality work life to nursing practice, professionalism, and health policy. The RN Council provides leadership and celebrates and supports Registered Nurses at SickKids.

The Council Co-Chairs have dedicated time to participate in organizational initiatives, committees, task forces and working groups as necessary. Their role is to ensure the staff nurse has consideration in the decision making process while supporting the functioning of the Council.

The 30 RN Council Representatives have a one-year term and dedicate 10 to 20 per cent of their FTE to act as a liaison between their work area and the RN Council. A key aspect of the Council Representative role is to disseminate information to their fellow RNs about Hospital activities, professional development opportunities and nursing issues. This role provides multiple opportunities to develop leadership skills while contributing to their individual overall professional development.
Introducing Best Practice Guidelines (BPGs) is a strategy that supports our commitment to evidenced-based care. The Registered Nurses Association of Ontario (RNAO) has provided many relevant BPGs that lead nursing practice and provide informed standards of care.

SickKids was selected as one of 21 BPSOs, in collaboration with the RNAO, to receive the 2009 International Award in the inaugural Practice/Academe Innovation Collaboration Award from the Honor Society of Nursing, Sigma Theta Tau International. This is a significant achievement, reflecting SickKids’ role as the first paediatric BPSO in Canada.

As a BPSO, we are committed to ongoing review of the RNAO BPGs and to implementing relevant ones. In addition to the initial four BPGs already implemented: Assessment and Management of Pain; Strengthening and Supporting Families; Prevention of Childhood Obesity; and Prevention and Control of Asthma in Children, the introduction of future BPGs will be led by the Nursing Practice Council, reflecting our ongoing commitment to high standards and evidence-informed care for children and families.

Consultation Services: Practice, education & research

Consultation Services are open to nurses at SickKids who would like expert feedback or guidance on any number of concerns, including their practice, role, career path or projects. From student to scientist, consultations are available and organized through the CFN.

Nursing Leadership Walks: Building bridges

The Nursing Leadership Walks is a program of the RN Council and was initiated in 2009 as part of Nursing Week events. The aim of this program is to bring together SickKids Executives and nursing leaders with frontline staff, providing an important opportunity to share information and insights about nursing in the clinical areas. Over the past year, frontline staff and nursing leaders have dialogued on key issues, including patient safety, principles of family-centred care, and the work environment.

Nursing Scientific Reviews: Fostering research excellence

The CFN will organize an internal scientific review of any research related to nursing at SickKids, i.e.,
research developed by SickKids nurses or any research that will impact nurses or nursing activities within the organization. Mandatory scientific reviews ensure the scientific rigour of research studies before they undergo ethical review by the Hospital’s Research Ethics Board.

**Nursing Research Fellowship Program: Building research capacity**

The Nursing Research Fellowship Program was established to enhance the research knowledge and skills of nurses at SickKids. Selected candidates are assisted, through the provision of education and mentorship, to complete a research study based on a clinical problem derived from their respective practice areas. Between 2005 and 2009, seven clinical nursing research studies were completed as part of the program.

A new Nursing Research Internship Program will be offered in 2011. In the new program, an updated version of the previous Nursing Research Fellowship Program, selected interns will be matched with existing research projects based on their learning interests and needs. The interns will undertake project work on a specific study, under the supervision and mentorship of the study investigator (or designate), in order to gain research experience, knowledge, and skills.

**Nurse Scientists: Leading world class research**

The CFN is home to a handful of nurse scientists at the forefront of research in paediatric pain, knowledge translation, and sleep science. Research programs affiliated with nurse scientists in the CFN include:

- **Pain in Infants at Risk for Neurological Impairment (PINI):** Includes multiple study phases spanning more than a decade, with the goal of improved pain assessment and management in the vulnerable population of premature infants in neonatal intensive care.
- **Knowledge Translation (KT) Research:** Includes a series of national multi-site studies (i.e., CIHR Team in Children’s Pain Grant, CIHR Team in Maternal Infant Care: MiCare, and CIHR Knowledge Synthesis Grant) aimed at enhancing the translation of pain research into practice and unraveling the barriers to paediatric pain best practices.
- **Wired:** Information and Communication Technologies to Improve Symptom Management in Children with Chronic and Life-threatening Health Conditions: Involves the use of smartphones and the Internet to help children and adolescents with chronic (arthritis, sickle cell disease) and life threatening (cancer) diseases to better manage symptoms associated with their illnesses.
- **Sleep Research:** For all families, sleep is a crucial component of overall health, and sleep disturbance has multiple effects on physical well-being, emotional resilience and cognitive performance. Current studies include a randomized, controlled trial of a maternal-infant sleep intervention in the early postpartum and a prospective, observational study of sleep during pregnancy.

**Pain Centre: Improving care through research**

The Centre for Pain Management, Research and Education (Pain Centre) was established in 2008 as SickKids’ seventh and newest centre to provide state-of-the-art pain management for all children. The Pain Centre is co-sponsored by the CFN and the Department of Anesthesia and Pain Medicine. Today, the Pain Centre is an innovative, leading-edge entity that fosters excellence, integrity, innovation and collaboration amongst clinicians, educators and scientists. The Centre enhances children’s pain outcomes, professional and consumer education, collaborative clinical and basic science initiatives, and local, national and international leadership.
The vision for the Pain Centre is to be the leading international paediatric centre in pain prevention and management. The Centre’s mission is to prevent and minimize pain for all children in a family-centred environment by integrating care, education and research. The Pain Centre has achieved a number of significant milestones in its efforts to advance pain research, education and care, including:

- Implementing a pain assessment policy at SickKids that has led to an increased proportion of patients whose pain is assessed upon admission, from 20 per cent in 2004 to almost 80 per cent in 2010.
- Updating and translating into multiple languages the pain module on the AboutKidsHealth website – a resource for children, families, and health-care professionals all over the world that sees 140,000 visits per month.

**Personal Digital Assistant (PDA) Project: Enhancing access to clinical information**

In March 2009, we applied for and received $78,000 in funding from HealthForceOntario/Nursing Secretariat as part of the PDA project — an initiative focused on supplying nursing staff with point of care devices that provide ready access to evidence-based resources. We also used this opportunity to evaluate which devices are most valuable to nursing staff to access the clinical and corporate computer applications they use throughout their work day, providing care to their patients and families.

**Preventing Violence in the Workplace: Changing culture by developing champions**

In 2010, more than $300,000 was granted to SickKids from HealthForceOntario through the Healthy Workplace Innovation Grants Program. Over the course of three months, 10 nurses were certified as expert trainers in Non-Crisis Intervention Training and more than 80 Emergency Department staff participated in education sessions. Staff were coached to improve their assessment and intervention skills to reduce anxiety and the potential for violence in clinical areas.

Based on positive outcomes associated with this project, in 2011, courses will be offered to all clinical staff across the Hospital. Working to improve the health of our organization and the quality of our relationships and care, particularly in challenging situations, is an important focus we will continue to champion.

**SMART IV Pumps: Optimizing patient safety**

The CFN has led implementation of the SMART IV pumps, pumps that use dose error reduction software (DERS) to prevent errors in the administration of IV fluids and IV medications. Since implementation, new data sets have been sent wirelessly to the pumps with new drugs and adjusted parameters to ensure that nursing and medical staff have the most up-to-date, evidence-based dosing at their fingertips. During a recent IV pump practice audit, compliance rates with use of the DERS continue to exceed 95 per cent — an unprecedented rate according to the pump vendor.
Global Health Projects: Healthier children everywhere

The CFN is an active partner with SickKids International and leader in the development and maintenance of several key global health projects, including Ghana and Qatar. The CFN’s involvement in global health projects aligns with a core value of the Hospital, that is: to engage in knowledge translation and sharing our expertise globally. Recognizing that our global community is highly interconnected, this commitment is key to the sustainability of health-care systems, the enhancement of child health, and the advancement of paediatric health care.

In Qatar, we are contributing to the introduction of several education offerings for paediatric nurses at the Hamad Medical Corporation. This past year has been exciting as we have customized more than 40 programs that will help our colleagues build capacity in paediatric nursing and specialty nursing practice. In addition, we have helped our partners launch preceptorship and student programs. We will continue to work with the nursing leadership team in Qatar to further develop and lead change that will build a vibrant and knowledgeable professional practice environment and nursing team.

In Ghana, we are excited to partner with several key leadership groups, including the Health Ministry, The University of Ghana and the Korlebu Hospital to introduce the first ever Paediatric Nursing Certificate Program, which is being launched this year. We are building capacity in paediatric nurse specialization and ultimately, contributing to enhancing the health system of a developing country. As partners funded by CIDA, we aim to work together to reduce infant and child mortality by strengthening nursing services.

In Ethiopia, our latest efforts, also funded from CIDA, focus on the School of Nursing at Addis Ababa University (AAU). Again, through partnership and shared vision we are supporting the development of the first paediatric stream for graduate nursing students at AAU.

Health Clinician-Scientist Symposium: Creating opportunities

Health clinician-scientists are clinician researchers who maintain their clinical practice, while simultaneously developing and conducting a funded program of research (often as part of an interdisciplinary team). Health clinician-scientists include nurses, occupational therapists, physiotherapists, psychologists, nutritionists, social workers, pharmacists, speech language pathologists, dentists, and others, all of which have a significant role in caring for patients and are well placed to ask clinically relevant questions.

In November 2010, the national symposium, Health Clinician-Scientists in Academic Health Science Centres: Protecting an Endangered Species, was organized by the CFN and the Canadian Child
and Youth Health Coalition (CCYHC) with a meeting grant from The Canadian Institutes for Health Research (CIHR) and funding from CCYHC. The purpose of the symposium was to address the challenge of creating sustainable and stable career paths for health clinician-scientists in academic health science centres—based on the premise that to be successful health clinician-scientists require PhD-level research skills in methodologies related to their specific research domain, post-doctoral research training, and protected time for research (minimally 50 per cent and optimally 70 to 80 per cent). A national dialogue was initiated at the symposium amongst clinicians, researchers, and leaders from hospitals, universities, government, professional associations, and health charities.

**Improving Health Equity through Language Access: A model for integrated language services throughout the Toronto Central Local Health Integration Network (LHIN)**

SickKids led a Toronto Central LHIN funded project, partnering with external stakeholders to develop a model that could be expanded and/or replicated throughout the TC LHIN to support a system-wide interpretation service. The six-month project produced a report outlining a Centralized Integrated Interpretation Service Model and Implementation Roadmap in September 2010. The key components of the proposed model include:

- Maximizing human resources through sharing among organizations and sectors.
- Utilizing routing technology to create a more efficient network of remote services.
- Ensuring consistent policies and standards for interpreter services across sectors.

**Nurse Practitioner-Led Clinics: Strategic partnerships and systems change**

Over the past months, several innovative models of care have been identified to improve linkages across systems, access to care for vulnerable populations, and integration of paediatric leadership across traditional sectors. The CFN has submitted proposals for Nurse Practitioner-led clinics in areas that would address paediatric and mental health needs. A great success story is the current pilot project that is a partnership with Davenport Perth Community Health Centre (CHC).

Commonly, patients require the specialized knowledge, skill and collaboration of a paediatric NP with a depth of knowledge in respiratory medicine and other common potentially complex paediatric problems. As part of the pilot project, two NPs have worked at the CHC providing sub-specialty paediatric care to patients referred for consultation. The NP is partnering with CHC clinical staff to ensure that high-quality assessments, interventions, follow up and referrals to paediatric medical specialist occur in a timely and informed manner.

Improving care provider knowledge and capacity and system flow with reductions in the use of emergency room resources are goals of this pilot project. The project is currently being evaluated for its impact on child health and systems capabilities.

**Practice Reviews: Finding evidence-based solutions**

In collaboration with other disciplines the CFN has embarked on three major practice reviews: bereavement care, tracheostomy care and medication administration. The goal of conducting practice reviews is to use existing data, literature and quality improvement processes to identify leading
practices for paediatrics. Often, resulting from those comprehensive reviews are policy revisions, education toolkits and practice improvements. Practice reviews are an important change strategy facilitated by the CFN to ensure patients receive the highest standard of care.

Sleep Guidelines: Evidence-based practice and a focus on change and knowledge uptake

An evidence review was completed resulting in the formulation of a new practice guideline for infant sleep. This is the first document of its kind and reflects similar thinking and advocacy that is emerging from Health Canada and Safe Kids Canada. As practicing nurses, we take our responsibility to teach parents safety by role modeling best practices and engaging in dialogue that builds confidence and parenting capacity.

As part of a bigger initiative to enhance and create safe environments, this work used the latest strategies in knowledge translation to create toolkits and resources that staff used to change behaviours, routines and traditions. This is just another example of how policy translates into practice — how nurses learn new information and incorporate it into their care delivery. Being aware of leading practices and integrating new knowledge is something in which SickKids nurses take pride.
Create a culture of innovation • Facilitate and promote the generation of new ideas • ensure innovations and new ideas are shared • Explore opportunities to commercialize

Interprofessional Educator Council: Advancing interprofessional practice and strengthening partnerships

The CFN strives to promote strategic partnerships that enhance organizational learning. The Interprofessional Educator Council is an example of effective partnerships that facilitate and promote the generation of new ideas for education and learning. The interprofessional educators are a group of health-care providers who have an education component or responsibility within their role or have an interest in education. The council was established under the leadership of the CFN and through collaboration across disciplines. The group has convened to provide leadership in the advancement of interprofessional education programming. The group will be strongly aligned with the strategic direction of the SickKids Learning Institute.

Nursing Practice Council (NPC): Driving change

The NPC leads in the development and approval of policies and practices relevant to paediatric nursing care. The council responds to new legislation and standards, using effective knowledge translation strategies for policy implementation. The council also monitors policy uptake and adherence through an audit and feedback approach. The NPC seeks opportunities to expand nurses’ knowledge of innovative programming and facilitates implementation of policy to practice. An emphasis for the coming year will be the ongoing implementation of Best Practice Guidelines as part of our commitment as a BPSO.

On-line Learning: Innovation in knowledge translation

Advanced Nursing Practice Educators (ANPEs) and Informatics and Technology Nurses have challenged traditional lecture-style approaches to education delivery and moved to more interactive sessions blended with online methods to more effectively translate knowledge into practice and to assist with the implementation of new computer applications and medical device technology. Examples of contributions to technology-assisted knowledge translation methods include:

• Development of e-learning modules for team-building education/initiatives.
• Least restraint and alternative to restraints education.
• Development of a hospital-wide plan for introduction of new CADD pumps in clinical areas.
• Consulting on the development and training of staff on iProject.
• Education on the multiple phases of the clinical information system – KidCare.
• Development of an on-line orientation program in toxicology and bringing webcasting technology, as in the case of the Ontario Poison Centre distance education project.
**Nursing Research Days: Sharing ideas and expertise**

To date, SickKids has hosted four Biennial Nursing Research Days, providing an important opportunity to share nursing research information, knowledge and expertise and to advance nursing research. The next biennial nursing research day is being planned for fall 2011.

**Nursing Research Lunch and Learns: Building a culture of evidence-based practice**

Nursing Research Lunch and Learns provide Hospital staff with the opportunity to hear about research topics of relevance to paediatric nursing. These sessions contribute to a culture of evidence-based practice and knowledge translation. A few examples of Lunch and Learn topics from 2010 include:

- Traumatic Brain Injury Clinical Practice Guidelines: The impact of guideline implementation on nurse and physician knowledge and satisfaction.
- Costs Incurred by Families of Children Newly Diagnosed with Cancer in Ontario.
- Sleep Habits and Fatigue of Children Receiving Maintenance Chemotherapy for Acute Lymphoblastic Leukemia (ALL) and their Parents.

**Paediatric Team Simulation: Innovation & technology in education**

ANPEs have embraced the opportunities technology offers to enhance education delivery. In order to optimize the use of the new paediatric simulation centre in the Learning Institute, ANPEs have worked hard to develop expertise in debriefing skills, and have organized interprofessional mock codes for their teams.

ANPEs also take the lead in managing the Mock Code schedule for the inpatient areas, ensuring there are sufficient learning opportunities for medical residents, as well as interprofessional colleagues.
Enable Our People

Facilitate skill growth and leadership development • Recruit and retain a highly skilled, engaged and diverse workforce • Advance a healthy and safe organization • Recognize and reward leaders and exemplars • Enhance communication effectiveness and accountability

Awarding Excellence: Making it part of the culture

The Grace Evelyn Simpson Reeves Nursing Excellence Awards (GESR) Endowment fund allows us to continue the strong tradition of celebrating excellence in nursing. We are going into the third decade of these annual awards. Opportunities to celebrate our outstanding colleagues and accomplishments are a cornerstone of our professional practice environment.

The DAISY Awards is a program that rewards and celebrates extraordinary clinical skill and compassionate nursing care. SickKids is a DAISY Award Hospital Partner, recognizing one of our nurses with this special honour every month. Award recipients are chosen by nurse administrators, peers, physicians, patients and families.

SickKids Nursing Week: Building on tradition

In 2010, the RN Council led a revitalization of our nursing week activities. Based on feedback from staff, some great new ideas were initiated, including the first ever Nursing Profiles initiative.

More than 200 SickKids nurses shared their nursing experiences at SickKids by completing a professional profile. These profiles were displayed throughout the Hospital and on the web site during Nursing Week 2010 and 2011.

In addition, we created our first ever Nursing Lounge, a nursing ‘hub’ that was open 24/7 in the Garden Patio. It was an area for nurses to relax and network between shifts and on breaks. Finally, we also continued the Leadership Walks, providing an opportunity for SickKids nurses to meet with Executives and highlight their nursing area.

Career Planning & Mentoring: Broadening our scope

Strategic Career Opportunities for Professional Excellence (SCOPE) is an initiative of the CFN and is aimed at supporting nurses’ career development. Embedded in the SCOPE model is a mentoring program. This new program is available to staff interested in developing their mentoring abilities. Several sessions have had participation from a range of disciplines, which aligns with the program goal of fostering interprofessional collaboration. The mentoring classes have been foundational for participants in the Clinical Fellowship Program and have served dyads of mentors-mentees very well. The program is available to all staff through the SCOPE web site.
Council of Ontario Programs in Nursing (COUPN): Our contribution recognized

SickKids was chosen to receive the 2010 Agency Recognition Award which represents the 10 universities offering nursing programs in Ontario. The awards focus on four key areas: excellence in teaching, innovation and research, student excellence, and partnership support. Our nomination for this award was submitted by the Faculty of Nursing at the University of Toronto. We were nominated by University of Toronto for consistent demonstration of our passion for the nursing profession and our contribution to excellence in nursing education both at the undergraduate and graduate level.

Informatics & Technology: Enhancing the quality of worklife

In response to nurses’ request to have remote access to the self-scheduling, the CFN initiated a recent upgrade to the web-based platform. Nursing staff are now able to self-schedule via iPortal – from the comfort of home or when travelling. This increase in access has been desired by staff and facilitates our professional practices in self-scheduling and quality work environments.

Interprofessional Preceptorship Program: Facilitating clinical leadership

The CFN leads the Interprofessional Preceptorship Program, which provides staff with the opportunity to prepare for their role as preceptors and ensures that they are recognized for their contributions to clinical education at an annual Preceptor Recognition Ceremony. ANPEs assist preceptors to manage conflict and ensure optimal learning opportunities for the students. A centralized resolution process led by the CFN is in place to manage challenging situations with students, negotiate with universities, and manage academic contracts and overall program evaluation. The CFN led the development and implementation of an on-line interprofessional student satisfaction survey used for the SickKids Scorecard.

Nursing Health Human Resource (HHR) Committee: Creating an evaluation framework

The SickKids Nursing HHR Retreat was the first step towards developing a comprehensive evaluation framework for measuring the status of nursing human resources at the Hospital. Nursing human resource experts from The University of Toronto and Dalhousie University presented the latest information about nursing HHR evaluation frameworks and indicators. A Nursing HHR Committee, led by the CFN and comprised of stakeholders from nursing management, education, practice, and human resources, began the indicator selection process based on a review of the key literature and incorporation of information from the retreat speakers. The committee has selected and customized a conceptual framework for evaluating nursing HHR at SickKids and is working through a list of the top 24 nursing HHR indicators, determining the feasibility and utility of data collection in each area over the long-term and a plan for data collection, data analysis and reporting.

Paediatric Nursing Orientation: Ensuring successful transitions

The SickKids Paediatric Nursing Orientation curriculum has been revitalized to ensure a successful transition for newly hired nurses. The curriculum includes integration of theory and practice, competency development and tools for supportive learning. Both the central Nursing Orientation Program and Specialty Orientation Program provide core foundations for critical thinking and problem solving, allowing for effective integration into the interprofessional team and enhanced paediatric knowledge and clinical skill development.
Ambulatory Referral Management System: The role of the CFN

The CFN contributed to the development of the Ambulatory Referral Management System and ensuring that it had clinical relevance. It is a web-based application developed in-house that automates the management of referrals to SickKids. In 2005, this launched as a tool for external referrals, and in 2010, was also made available through eCHN. An upgrade in October of this year now provides for SickKids clinic to clinic referrals.

Beds and Stretchers Replacement Project: The CFN taking it to the bedside

The CFN led the replacement project (a Capital Equipment Project), conducting an initial needs assessment and working to engage nursing in providing direction and input to ensure that the most appropriate equipment would be purchased. The project continues with an emphasis on removing all the old beds that were implemented when the Atrium opened in 1993. The new electric beds provide exceptional comfort for patients, without the need to rent expensive therapeutic surfaces and allow nursing staff and parents to adjust the beds for more ergonomic access to the child without hand or foot cranking.

Enterprise Mobile Communication System: Resources, efficiencies, safety

A new Capital Project, Enterprise Mobile Communication System, is a multi-phase project that is aimed at providing health care providers with the appropriate communication devices that links them with the appropriate resources – human or equipment – in order to speed communication, gain efficiencies and ensure safety. In the first phase, the Cardiac Critical Care Unit, Paediatric Intensive Care Unit, Neonatal Intensive Care Unit, Peri-Operative Care Unit, and the Emergency Department will be implementing primarily hands-free devices that will provide direct links between staff to enhance patient movement through specific departments and improve turn-around times in the Operating Room.

Stewardship at the Bedside: Development of a Staff Nurse Committee to impact cost-savings

Bedside nurses can make cost effective decisions in their use of hospital supplies, yet nurses have minimal awareness of the actual cost of supplies and amount of supply misuse. This fall, staff nurses from the RN Council formed a Cost-Savings Committee to address this issue. This committee has four goals:
1. To better understand the financial side of care in order to influence change in resource use at the bedside.
2. To understand the cost and process of medical waste disposal.
3. Develop initiatives to reduce wasted supplies and to use alternative and less expensive products when available.
4. To evaluate various cost-saving initiatives by learning to read supply usage reports and reviewing audits on medical waste disposal.

Initially the committee was comprised exclusively of RN Council members, but was opened up to other staff nurses after we received many requests to broaden our membership. Despite the challenge of understanding a complex financial system, nurses at our Hospital are engaged in this committee and feel a sense of responsibility to be cost conscious. Moreover, they recognize that responsible supply use also has a positive environmental impact. As a result of this committee, staff nurses have been able to identify ways to change their practice and influence the practice of their colleagues at the bedside. Their initiatives can impact the financial sustainability of our Hospital and health-care system.
Advanced Health Assessment Course: A collaborative project between SickKids and Ryerson

SickKids is partnering with Ryerson University’s Daphne Cockwell School of Nursing (DCSON) and G. Raymond Chang School of Continuing Education to collaborate on the development of an advanced paediatric health assessment course via hybrid or on-line delivery and an advanced assessment skills workshop. These programs will help build the capacity of nurses working in interprofessional teams to conduct and interpret comprehensive health assessments based on best practices and evidence. The courses will be developed through a collaboration between subject matter experts (nurse practitioners at SickKids) and Ryerson University. Adult learning principles, innovative use of distance education techniques and simulation lab technologies will be incorporated into the curriculum.

Workstations on Wheels

As mobile computing devices become more common place in healthcare settings, SickKids is exploring how best to address the needs of staff that provide care for and round on patients in areas that do not provide ready access to computers. The use of Workstations on Wheels (WOWs) was evaluated on three inpatient units with results that supported the implementation of WOWs on every inpatient unit. In addition to satisfaction, the paediatric inpatient units indicated that the use of the WOW during patient rounds contributed to earlier discharge orders and prescriptions and an earlier discharge time of almost four hours, making beds available for patients waiting in the Emergency Department.

Workload Measurement System: optimizing productivity

The CFN led the implementation of the GRASP workload measurement system. With the largest installation in Canada, our workload measurement system accurately captures the service recipient and non-service recipient activities performed by nurses and professional services staff in their specific inpatient and ambulatory areas. The system provides data that supports case costing and decision making related to planning and budgeting for resource allocation. The CFN also led the application of GRASP to non-traditional nursing roles, such as nurse practitioners.