

CAP

COLLABORATIVE ACADEMIC PRACTICE

connecting
knowledge to care



A word from Joy Richards

Dear Colleagues,

Welcome to our inaugural Collaborative Academic Practice (CAP) newsletter! We hope this communiqué will be a great way for everyone to 'keep in touch' with practice priorities across UHN, as well as what we are working on with in the portfolio! CAP is a newly-envisioned and evolving portfolio that has a strong organizational history lived out through the contributions of our four hospitals, Corporate Nursing and Health Professions portfolios.

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iCAP

All about iCAP!

Innovation for Collaborative Academic Practice is captured by iCAP. The 'i' represents 'innovation'. It engages healthcare professionals and leaders across and beyond UHN to identify, develop, deliver, and support innovative initiatives that enhance collaborative practice, education, research, and leadership. This section of the CAP newsletter will feature highlights of iCAP initiatives.

Collaborative Academic Practice Innovation and Research Fellowship Program

Developing leadership capacity among healthcare professionals at the point of care is critical to fostering interprofessional patient-centered care and collaboration, facilitating

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Upcoming Events

- **November 1st - 2nd, 2012**
UHN Emergency Medicine Conference
conferences@torontorehab.on.ca
- **November 1st - 2nd, 2012**
9th Annual Krembil Neuroscience Symposium
www.krembilneurosciencesymposium.ca

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eCAP

Welcome to eCAP!

*The 'e' in eCAP encompasses profession specific as well as interprofessional education for both students and staff. This section of the newsletter will highlight successes, opportunities, resources, news and other information that advances CAP from an educational perspective through innovation, leadership and scholarship. There will be opportunities to showcase collaboration between CAP and the UHN Education portfolio, under the leadership of **Dr. Brian Hodges**, Vice-President of Education, as well as highlighting the many partnerships that exist between UHN and our academic partners.*

Supporting learners and educators

- In the fall, many of us naturally turn our attention to students. This September, CAP welcomed hundreds of new and returning students in all of the health professions. Many of these students are supported in their learning by our expert clinical staff. There are eight new preceptorship eLearning modules available to UHN staff wishing to enhance their skills in teaching/coaching students and new staff.

Education opportunities for staff

- Teaching and learning never stops for

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What's new?

Our new Purpose Statement and Tag Line

The CAP Executive team engaged leaders and staff within the portfolio as well as staff and leaders from clinical operations to develop the following purpose statement:

'We lead the synthesis of healthcare practice, education & research by modeling a dynamic culture of collaboration by

- **Being Reflective Practitioners**
- **Fostering a Spirit of Inquiry & Innovation**
- **Creating & Mobilizing Knowledge**
- **Leading & Enacting Systems Change and Sustainability**

We, as individuals and professions, collectively provide the highest quality experience and care for all!'

Creating a purpose statement ensures that those within the portfolio share a common understanding of our role and contribution, while providing clarity to our partners and stakeholders. The purpose

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Meet the CAP Executives



From left: **Leanna Graham, Maria Tassone, Heather Pollex, Mary Jane McNally, Joy Richards, Susan Brown, Barbara Fitzgerald, Wynne de Jong, Melanie Hill, Kathryn Nichol, Mandy Lowe, Patti McGillicuddy.**

The CAP Executive team is a dynamic group of leaders who in many cases, have both corporate and site responsibilities. These leaders represent nursing and health discipline leadership and work in close partnership with clinical operations to contribute to quality work environments and optimal patient experiences of care. Each member of the team will be introduced in upcoming editions of the newsletter.

What's new? ...from cover

statement serves as a 'touchstone' to guide priority setting and decision-making related to resource allocation, leadership, staff development, and role clarity while underscoring CAP's value proposition. Shared knowledge of CAP's impact on patients,

families and the broader organization is essential, particularly in the dynamic and complex UHN environment.

Our tag line, which is a 'snap shot' of the purpose statement is: ***Connecting Knowledge to Care!***

eCAP ...from cover

health care professionals. Professional development updates are being over the next few months on various units. Cultural competency and ethics workshops for students, staff and educators will be offered during the coming year. Watch for further information.

- Awards and scholarships are available. Watch for details on the application process that opens soon!

Interprofessional Education

- Please join us in welcoming Debbie Rolfe, Interprofessional Care and Education Leader and Tracy Paulenko, IPCE and Professional Development Leader to UHN! Debbie and Tracy will be working in our UHN community to advance

Interprofessional Education and Interprofessional Care across all professions and sites.

- Special thank you to all those who participated in the inaugural IPE session for clerks from the Wightman-Berris Academy. This partnership between the Academy, the Centre for IPE, IPE leaders and health professionals across UHN, Mount Sinai and Sick Kids enabled more than 110 medical students to shadow and interview a wide range of health professionals and patients/family members to learn firsthand about others' roles on the team and collaboration within these teams. It was a tremendous learning experience and itself an incredible example of interprofessional collaboration! Thank you!

quality improvement, promoting a healthy work environment, supporting succession planning, and advancing innovation in patient care.

The **CAP Innovation and Research Fellowship Program** provides opportunities for healthcare professionals at the point of care to contribute to improving the quality of patient care through leadership, interprofessional collaboration, and innovation for collaborative academic practice. The program provides an annual opportunity for health care providers to lead innovative quality improvement or research projects that are aligned with UHN's strategic priorities. Fellows engage in ongoing dialogue and learning about leadership and leading change.

Led by **Carolyn Plummer**, Senior Manager, the fellowship program has been in operation since 2010, and has been recognized by Accreditation Canada as an Innovative Leading Practice. A total of 22 staff nurses have completed the program to date, and an additional nine participants are about to begin in October 2012.

Congratulations to the 2012 recipients of the CAP Innovation and Research Fellowships:

Inaugural Andreae Family PMCC Interprofessional Innovation and Research Fellowship

New for 2012; funded by the Andreae family, whose wish is to have one nurse and one health professions staff member from the PMCC team work together to co-lead a joint project:

Lucy Song, RT, Respiratory Department, TGH

David Navarrete, RN, Coronary Intensive Care Unit, TGH

Joint Project Title: Empowering Our Critical Care Interprofessional Team to Improve Compliance with Sedation Vacation Protocol

Inaugural Nurses for Tomorrow Discharge and Transitions Innovation and Research Fellowship

For staff nurses; funded through Nurses for Tomorrow and the CAP New Knowledge and Innovation portfolio, with a focus on transforming the discharge and/or transition process:

Roxanne Fitzgerald, RN, Multi-Organ Transplant Unit, TGH

Project Title: Providing Seamless Care for Transplant Patients: Resources for Bedspaced Patients at UHN

Nurses for Tomorrow Innovation and Research Fellowship

For staff nurses; funded through Nurses for Tomorrow and the CAP New Knowledge and Innovation portfolio:

Tina Cheung, RN, 6A Fell (Neurovascular Stroke Unit), TWH

Project Title: Improving Quality Practice in Stroke Patients: Implementation of Canadian Best Practice Guidelines in Stroke Care for Depression Screening and Assessment in the Acute Stroke Population

Hyacinth Elliott, RN, Geriatric Rehabilitation Unit, TRI

Project Title: Healthy Hydration in the Elderly

Elizabeth Lee, RN, Multi-Organ Transplant Unit, TGH

Project Title: GI KNOW: "Knowing is Half the Battle." An Educational Program to Prepare for CNA Certification in Gastroenterology (GI) Nursing for RNs Practicing on the Multi-Organ Transplant Unit (MOTU)

Ai Tanimizu, RN, Cancer Survivorship Program, PMH

Project Title: Navigating the Survivorship Journey for Patients with Head & Neck Cancer: "My Survivorship Map Tool"

Pema Zela, RPN, N3-LTLD, EW Bickle Centre, TRI

Project Title: Development and Delivery of an Educational Program in the Care and Management of Slow Stream Rehabilitation Patients Suffering from Acute and Chronic Pain

Chao Zhu, RN, Multi-Organ Transplant Unit, TGH

Project Title: The Implementation of a Delirium Protocol on Multi-Organ Transplant Unit (MOTU)

For more information about the CAP Fellowship Program, please visit <http://intranet.uhn.ca/departments/nursing/research/index.asp> or contact Carolyn Plummer at Carolyn.Plummer@uhn.ca or 416-340-4800, ext. 6883.

Upcoming Events

 ...from cover

- **November 29th, 2012**
Nursing Research Day
http://intranet.uhn.ca/departments/nursing/research/research_day/
- **January 25th, 2013**
Health Professions Recognition Event
http://intranet.uhn.ca/departments/allied_health/

Congratulations



We are so very pleased to share that **Debbie Hebert**, Clinical Educator and Corporate Professional Leader, OT at the Toronto Rehab hospital site, is the recipient of the **Honourary Life Membership** in the Ontario Society of Occupational Therapists! The Society's most valued award recognizes and honours an individual from across the province who has rendered distinguished and longstanding service to the profession of Occupational Therapy or to the Society.

Debbie was recognized by the adjudication committee for many significant contributions including:

- outstanding leadership that is recognized and celebrated by many
- commitment to lead by example and inspire a deep respect and aspiration for excellence in OT practice
- significant achievements in the integration of evidence into clinical practice, specifically the OT Best Practice Model that is an exemplar of true synthesis of evidence informed practice
- long-standing commitment to OT student education that has enthused countless staff to share their knowledge and has positively influenced the career-building experience of innumerable students
- leading continuing professional development both at the University of Toronto, Department of Occupational Science and Occupational Therapy and Toronto Rehab for many practising occupational therapists and other healthcare professionals
- leadership and engagement in her own studies and research across many professions

Please join us in congratulating **Debbie Hebert** on her incredible accomplishments and this most deserving recognition!

Academic Accomplishments

- Thomas, K., **Ross Riggs** and Stothart, K. (January 2013, in print). The meaning of changing expectations: A qualitative descriptive study. *Nursing Science Quarterly*.
- **Lonita Mak, Carol Heck** and **Andrea Dyrkacz**. (October 2012). Work-related injuries in Canadian occupational therapy practice. *Canadian Journal of Occupational Therapy (CJOT)*.
- **Lisa McQueen** received Arbor Award from the *University of Toronto* for outstanding volunteer service to the university. (September 2012).
- **Tracey Paulenko** was accepted to the Centre for Faculty Development's Education Scholar's Program (ESP) 2012-14 Cohort.
- **Alejandro Valencia** passed his Nurse Practitioner Exam, Movement Disorders Clinic, TWH in August 2012.
- **Lori Taylor** completed her Masters in Nursing at *Ryerson University* in June 2012.
- **Nursing Led Outreach Team (NLOT)** was profiled in the 2011 Canadian Nurses Association (CNA) National Expert Commission's final report, *A Nursing Call to Action*. (June 15, 2012).
- **Mandy Lowe, Tracey Paulenko, Jessica Jardine**, Marten-Daniel, P., Summers, S., Demeris, H., Freedman, J. (May 2012). Interprofessional education for internationally educated nurses: A resource to support group clinical placement program planning, implementation, and evaluation. *Toronto Rehabilitation Institute and George Brown College: Toronto, ON*. Available at: <http://coned.georgebrown.ca/section/nurs/ipe-ien-toolkit.html>
- **Paul Comper**, Hutchison, M., Richards, D. and Mainwaring, L. (2012). A Model of Best Practice in Sports Concussion Management. The University of Toronto Approach. *Journal of Clinical Sport Psychology*. 6 (3); 231-246.
- Green, R E.A. and **Lesley Ruttan** (Summer 2012). Moderate-Severe Traumatic Brain Injury: Barriers to Recovery. *The Health Professional*; 24-26.
- Hutchison, M. and **Paul Comper**. (2012). The effect of musculoskeletal injury on cognition: Implications for concussion research – Reply to Coldren et al. *American Journal of Sports Medicine*. 40 (9); 18-20.
- **Diana Jovanovski**, Zakzanis, K., **Lesley Ruttan**, Campbell, Z., Nussbaum, D., Erb, S. (2012). Ecologically Valid Assessment of Executive Dysfunction using a Novel Virtual Reality Task in Patients with Acquired Brain Injury. *Applied Neuropsychology: Adult*, 0; 1-14.
- Mainwaring, L., Hutchison, M., **Paul Comper** and Richards, D. (2012). Examining the emotional sequelae of sports concussion. *Journal of Clinical Sport Psychology*. 6 (3); 247-274.

rCAP focuses on point of care research and building research capacity by offering eLearning modules, workshops, small grants and fellowship opportunities.

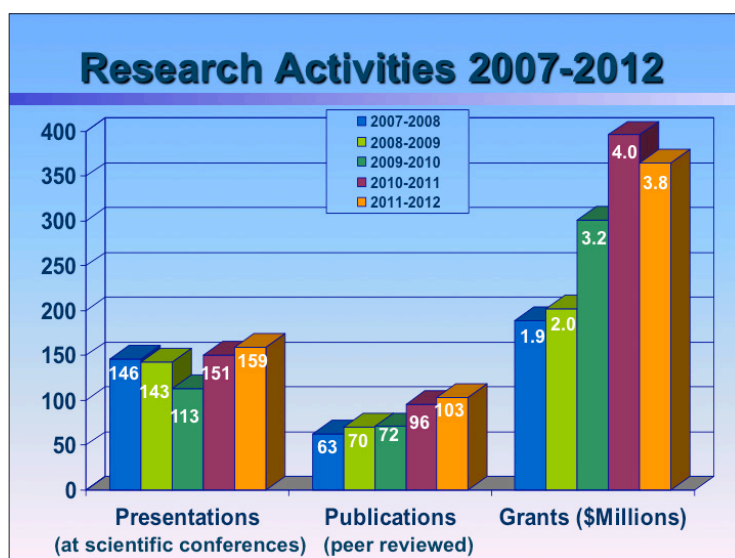
Researching Work-related Injuries in Canadian Occupational Therapy Practice

UHN Occupational Therapy Point of Care Researchers **Andrea Dyrkacz** (Krembil Neurosciences Program, TWH) and **Lonita Mak** (Hand Clinic, TWH) with **Carol Heck**, Scientist - Health Professions received Allied Health Research Grant funding to complete the first study of work-related injuries experienced by Canadian occupational therapists across practice context. The study sought to determine the nature and prevalence of work-related injuries, impact of practice context, cultural and structural factors that influenced response to these injuries, and strategies used to manage return-to-work. Members of the Canadian Association of Occupational Therapists were sent an electronic survey, with over half of the 600 respondents reported at least one injury episode. Patient-handling and equipment-related incidents accounted for the largest proportion of injuries. Almost one-third of respondents reported being threatened at work or experiencing workplace violence. The researchers found that causes and contexts in which these injuries are sustained are often unique to occupational therapy. Mental health practice, the growing focus on non-institutional care, and assessments tied to the potential provision of benefits and services put Canadian occupational therapists in situations in which specific risks are inherent. Presentation of the survey's findings at the 2011 CAOT Conference lead to the Association's Board of Directors naming workplace safety and injury prevention as one of the two priority issues to be studied in a half-day forum at the 2012 Conference. Recommendations from this forum will guide CAOT in taking

action to mitigate risk and create safer, healthier workplaces for all healthcare workers.

CAP - the Updated Health Professions Research Activities Inventory is now available on the Intranet!

Research activities of staff in the Health Professions portfolio at TGH, TWH and PMH are collated annually and posted on the intranet. In the last fiscal year, staff attracted almost four million dollars in grant funding as principal investigators or co-investigators. They disseminated their research findings in 159 presentations at scientific conferences and in 103 peer-reviewed publications. Congratulations to staff for their efforts and successes in building new knowledge! http://intranet.uhn.ca/departments/allied_health/research/activities.asp



pCAP

An anchor for the CAP portfolio is practice – hence the 'p' in pCAP refers to 'practice'. The pCAP section of the newsletter will focus on how we are with patients and families and how we bring the best of our individual and collective professions to work. We believe that nurturing and growing collaborative academic practice within each profession is critical to the work of this portfolio. Each profession needs to continue to develop a strong sense of who they are given that all the professions at UHN have unique gifts and skills to share with patients, families, students and with each other. A deep sense of professional identity is also important in the context of interprofessional care – the second anchor for our practice initiatives within CAP.

There is much that we share as professions and most often the best care available to patients and families is that which is provided by interprofessional teams. Working in a great team is a major contributor to why we choose to work where we do and why patients have exceptional experiences in our four hospitals. Teams where we

are clear on each other's roles, where we have the courage to speak our voices, and where we integrate care based on patient needs – these are the teams that make the difference.

As a CAP executive, we will be focusing on three interprofessional best practices this year in the areas of **falls, pain, and wound care**, and we will be sharing this work with you in subsequent editions. Earlier this spring, members of CAP Executive had an opportunity to collaborate with clinical operations leadership to develop three shared cross organizational goals. These three goals are to develop and implement phase one of Advanced Care Planning; to create principles for a standardized ambulatory care experience that can be applied to all programs and services; and to develop a delirium management strategy.

In the meantime, we look forward to you sharing ideas and articles on **practice initiatives** or **practice excellence** related to your individual profession and across professions.

Managers - Professional Nursing Practice

The CAP Executive team has re-invested existing operating dollars to ensure practice leadership is reinforced at each of the four hospital sites. As a result, new managers of professional nursing practice have been created at each site. Under the direction of the site Directors of Nursing (DON), the new nursing manager roles will support the site DON's, nursing leadership and interprofessional teams to develop, implement and foster professional nursing practice, education, and research across UHN. The focus is on best practice,

integration of practice and innovation, patient safety and quality initiatives. The new managers will assume delegation responsibilities for each site DON.

Please welcome **Brenda Perkins Meingast** and **Sandra Li-James** as the new Managers-Professional Nursing Practice to the Toronto General and Toronto Western hospital sites respectively, and **Pam Savage**, Senior Nursing Professional Practice Leader at the Princess Margaret hospital site. The new manager role at the Toronto Rehab hospital site be filled in the near future.

A word from Joy Richards ...from cover

In order to provide the best patient-centred care possible for our patients and their families, we need to pay attention to several key themes simultaneously. Firstly, each health profession must be grounded in its own practice and science. Only then can we bring our best to work interprofessionally. Secondly, we need to pay equal attention to 'quality of work life' for our staff. Clinicians provide the best care when they feel safe, supported and valued. To that end, we are taking a fresh and re-focused look at clinical practice – **Connecting knowledge to care!** 2012/13 will be focused on building a strong foundation through the implementation of key enablers, structures and leadership talents that will advance the CAP portfolio's contribution to profession-specific and interprofessional academic practice, education and research. Our work is deliberately driven by UHN's strategic priorities and well-aligned with clinical operations. At CAP, we take seriously our responsibility to contribute to excellence in UHN's work environments for clinicians, as well as for the patient and family experience of care. CAP is firmly rooted in the strength and contribution that each profession brings to the whole.

CAP's work is grounded in the following guiding principles:

- Embed 'Patients as Partners' in all we do
- Collaborate inter-professionally and across portfolios
- Acknowledge that our work at the clinical practice-operations interface is most impactful
- Create and sustain quality work environments where staff and leaders are supported and encouraged to take care of 'self'
- Ensure health equity informs our work

- Use scientific research and leading practices to guide decision-making
- Innovate and whenever possible, collaborate and create synergies with our system partners
- Believe there is a dual need for profession-specific care, education and research as well as an interprofessional focus and capacity building
- Know that collaborative decision-making occurs with patients, families, and clinical staff at the point of care
- Are confident that 'clinical best practice and technology partnerships' can transform the care experience and support communication of clinician sensitive outcomes
- Lead innovative system change along the continuum of care and across health care sectors
- Conduct deep respectful teambuilding work among ourselves and our staff by having courageous conversations, being open to different views and perspectives, role modeling desired behaviors and playing to one another's strengths, as well as supporting one another in our individual professional developmental journey.

We have finalized this year's Operating Plan which will serve as a roadmap to specifically guide and focus the portfolio on practice. Ultimately, the work of CAP is to provide excellence in patient centred care through professional and interprofessional collaboration, while advancing each clinical profession through strong practice, education and research. Connecting knowledge to care is possible because 'COURAGE LIVES HERE!'

The CAP newsletter is an electronic bimonthly publication by the Collaborative Academic Practice portfolio. Newsletters will be posted on the internal and external sites of the UHN website. We encourage and welcome your feedback and questions. Please let us know how we're doing and what else you'd like to hear about. All comments are confidential. Please send them to nursing.web@uhn.ca