

# NURSING

## Annual Report

### Mount Sinai Hospital



2018/19



## A Message from the Chief Nursing Executive



Nursing Week is always a highlight for me as it is a time to celebrate and showcase the valuable contributions that nurses make to support the health and well-being of the patients we serve. It is also a time of reflection on what we value in this wonderful profession and what sustain us.

This year's theme is "Nursing – a voice to lead, health for all." The theme reflects the important role our profession plays in ensuring our patients and their families receive high quality and holistic care. It also calls upon us to think about the future and our academic mission, which includes discovering and evaluating innovative models of care, beyond our hospitals, to improve our health care system. I know every nurse across Sinai Health has a story of how they have made an impact and that each of these stories demonstrates the potential we have as a profession to improve the health system and enable individuals and communities to achieve their highest attainable standard of health.

One of the biggest achievements we have made together, and one that builds on this theme is Sinai Health's first Academic Practice Strategy. As Sinai Health evolves to play an even more impactful role within the changing health care landscape, I believe this strategy is foundational to our organizational success and elevates the role that Nursing and the Health Professionals play in achieving our vision and addressing the needs of our patients, family caregivers and our community. Collectively, we are playing a vital role in shaping the future of health care, at the bedside, in the community and at a system level.

This week we are celebrating many examples of how nurses play many roles right here in our hospitals and the contributions they make to advance the scholarship within our profession. Every day, nurses are leading innovative initiatives to support our Quality Aims and helping to deliver major projects such as Mount Sinai's redevelopment project Renew Sinai. They are also teaching our next generation of colleagues and conducting research to improve patient care. Most importantly, they offer support and advocacy for patients and their families.

It gives me great pride to recognize all of the nurses across Sinai Health and thank each of you for everything you do every day. Working together, we have had some amazing accomplishments this year to enhance care and prepare for the future needs of our patients and the health care system. It is truly an honour and a pleasure to be working with such a committed and talented group of nursing professionals!

Sincerely,

A handwritten signature in cursive script that reads "Jane Merkley".

**Jane Merkley**

*Executive Vice President, Chief Nursing Executive  
& Chief Operating Officer, Sinai Health System*

# Fast Facts about Nursing at Mount Sinai Hospital

We have  
**1410 frontline**  
clinical nurses  
and **73** nurses  
in **leadership**  
positions



We have  
**128 nurses**  
with graduate/post-graduate  
degrees (Masters in Nursing  
or PhD in Nursing)



We have  
**138 nurses**  
with a specialty  
nursing  
certification



We have  
**nurses acting**  
**in various roles**  
within the organization  
including, but not limited to:

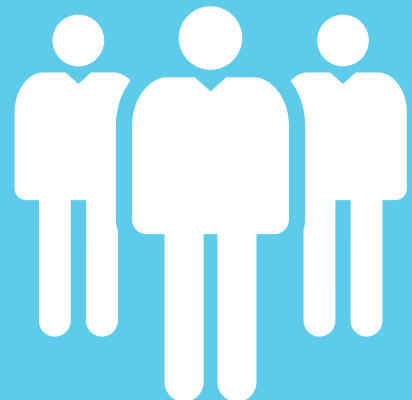
Clinical Nurse Specialist · Nurse Clinician  
Frontline Clinical Nurse · Nurse Practitioner  
Clinical Research Nurse · Clinical Coordinator  
Nursing Unit Administrator



We have  
**18 interprofessional**  
**unit-based councils**  
being co-led by frontline  
clinical nurses

Some initiatives that  
came out of the UBCs:

- 8-hr Nursing Education Day on 11 North
- New Antenatal Care Guidelines on 15 Murray Antenatal/Postpartum
- New Medical Directives in Family Practice



# Academic Practice and Professional Practice Model

In 2019 we introduced Sinai Health System’s first Academic Practice Strategy. It describes in a tangible way how our Nursing and Health Professionals contribute to our patients’ experience and their outcomes, and to improving care delivery for our community.

The strategy is the result of tremendous dedication and collaboration between health care professionals, our patients and their families, senior leaders, and our academic partners. Its development signifies the investments we are making as an organization to support and recognize the contributions of our nurses and health professionals

Through the strategy, we recognize the important relationship between the professional services our employees deliver and having a rich and vibrant practice environment. Our goal is for our nurses and health professionals to practice in a work place that emphasizes high standards of evidence-based clinical care, clinical education and professional development, research and innovation, and healthy work places.



Nursing & Health Professions

## Academic Practice Strategy 2018 - 2023

Where innovative care & collaboration connect

### 1 Clinical Education & Professional Development

Advanced organizations have a strong focus on learning and development.

**What does this mean for us?**

Building upon our current strengths and capabilities to ensure high performance and ongoing excellence.

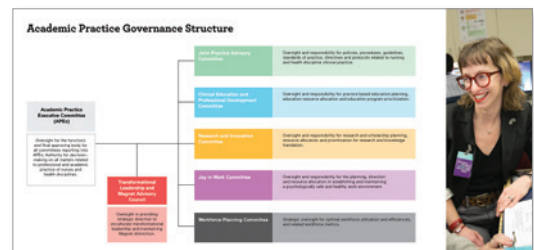
- Enhance the professional practice environment through clinical education and professional development.
- Support the development of our workforce through clinical education and professional development.
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### 2 Research & Innovation

Engage clinicians with a spirit of discovery and innovation to contribute to the generation and translation of new knowledge that addresses the unique needs and evidence-informed practice.

**What are our goals?**

- Establish a research and innovation plan that aligns with our strategic plan and supports our mission.
- Support the development of our workforce through clinical education and professional development.
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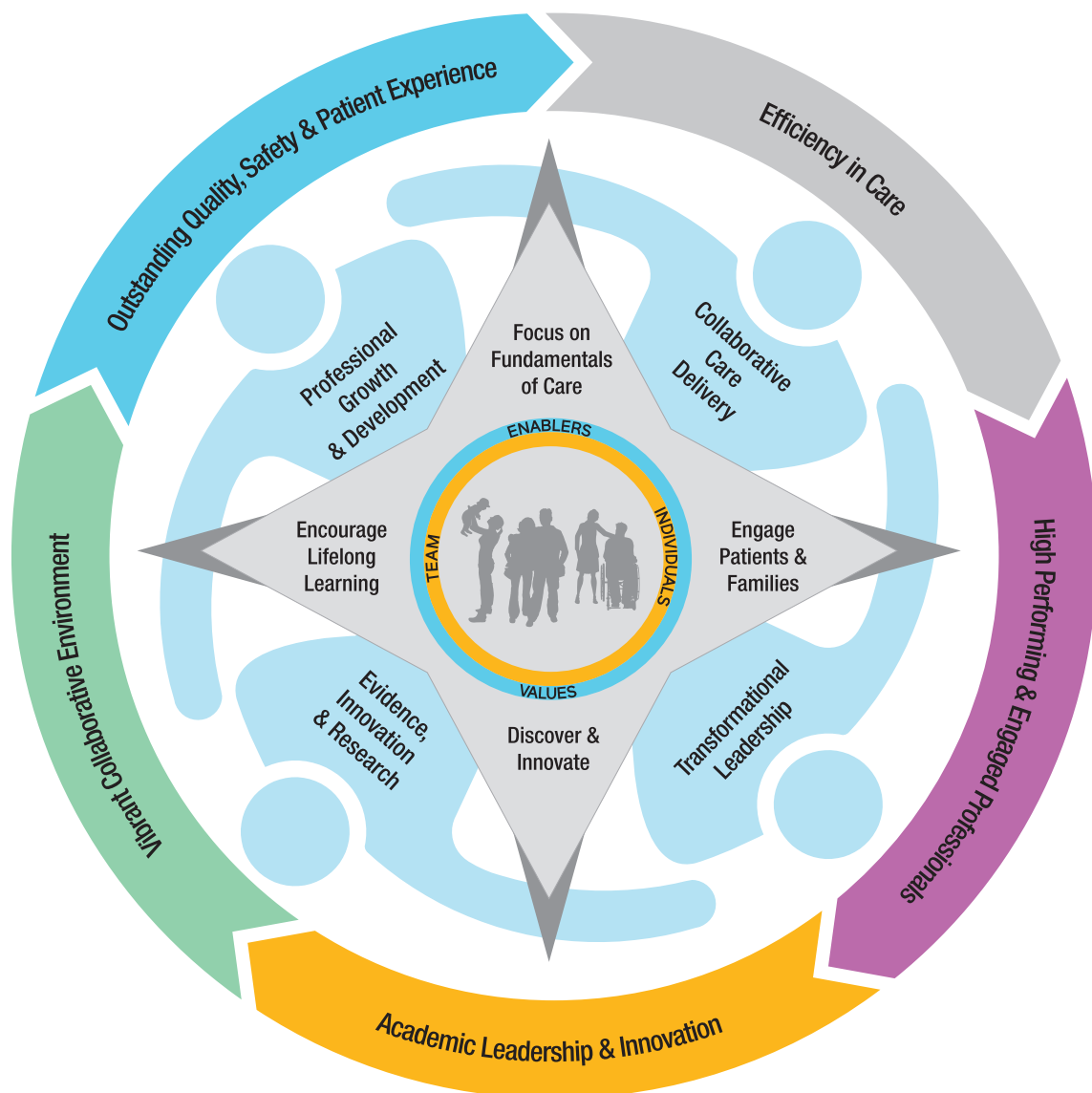


# Our Professional Practice Model

Our Professional Practice Model describes the essence of our **Academic Practice Strategy**, it conceptualizes the interrelationship between practice, research, education, professional growth and transformational leadership.

Our model is our **guiding framework** for our daily clinical practice, advances our academic mission by emphasizing our priorities of **patient and family engagement, learning**, the safe delivery of the **fundamentals of care**, and the discovery of **new knowledge and innovation**.

All the elements in the model enable our high performing and engaged clinical teams to **achieve outcomes** in clinical care related to outstanding quality, safety and patient experience.



# Collaborative Practice

Delivering outstanding quality, safety and patient experience requires team work.

A project spearheaded by an interdisciplinary team of staff on Mount Sinai Hospital's Acute Care for Elders Unit led to a decrease in the number of alternate level of care patients on the unit and provided patients and families with a more collaborative experience around planning for discharge.

Rebecca Ramsden, the Nursing Unit Administrator on unit at the time noted, "For this population of patients, a complex combination of social, functional and cognitive challenges put them at risk of having a prolonged hospital stay, beyond what is needed for their acute medical issue."

The team conducted literature reviews, tested screening tools and ultimately developed the Transition Planning Risk Assessment Screen along with a robust transition planning process.

Lydia Chan, a social worker says this team approach helps everything run more smoothly and efficiently. "This has become a shared experience, with staff from all disciplines working together and understanding that we each have different perspectives and a different role to play."

## A Surprise Delivery in 122 Seconds

Over 7,000 women give birth at Mount Sinai Hospital every year, occasionally in unconventional locations. In a highly intense 122 seconds, members of the interprofessional team dropped everything to welcome a new baby on the Main floor. At 7:10.00 a.m. the Patient's car pulls up to the hospital entrance and by 7:12. 02 a.m. Labour and Delivery nurse Eleanor Grilo, dropped to her knees to scoop the baby while Respiratory Therapist Angela Bagatto grabbed linens from Emergency and ensured the baby's cord was clamped.

"My instincts kicked in when I heard the patient," said Eleanor. "I've seen my fair share of unique births but nothing quite like this."

Angela, a Respiratory Therapist for the NICU and Labour & Delivery agrees, "I immediately knew what to do when I saw the mother. I dropped my tea and lunchbox, pulled off my gloves and followed to ensure everything would be okay."

## Collaborative Practice Award winners

### 11 South Chemo Nurses

**Eleanor Grilo** Labour and Delivery

**Mount Sinai Fertility** Mount Sinai Fertility

## The Gerald P. Turner Department of Nursing Best Practice Award

**Cindy Campbell** Endoscopy



# Clinical Education & Professional Development

Creating an enriching learning environment encourages interprofessional education and opportunities for development, professional advancement and academic progression. Two recent examples were the Pressure Injury Prevention Retreat last fall and the Unit Based Council retreat in March of 2019.

The **Pressure Injury Prevention Retreat** launched as a way of highlighting the dedication and accomplishments of our clinicians in pressure injury prevention. It was also as a way to generate strategies to further improve our pressure injury rates across Sinai Health. The event allowed clinicians to learn from and with one another on multiple topics of interest, including everything from best practices and interprofessional, collaborative approaches to pressure injury prevention to appropriate screening and interventions. The event was focused on improving the quality of care delivery relating to what we can do to further reduce risks of patients developing hospital acquired pressure injuries.



The **Unit-Based Council Advisory retreat** was our first opportunity for all of the Unit-Based Council co-chairs to come together to learn from and with one another. “I joined Unit Council so that I could contribute to the discourse on our unit’s processes,” says Claudia Lasrado Tremaine, RN. “Our council meetings have been used to generate meaningful conversation on topics such as, assessing feasibility for introducing a tool to assess for perinatal depression and setting up a clothing drive for unit fundraising.”

At the retreat participants discussed some of the corporate priorities, introduced the new AP Strategy and PPM, provided updates on Magnet™, introduced some QI tools and strategies, and had the Unit-Based Council co-chairs share their work over the past year and unit priorities moving forward.

“Membership in the Unit Council Advisory reinforces a culture of innovation by sharing and learning from the other units and being able to bring this new perspective back to lead change initiatives locally.” said Sarabeth Silver, RN.



## Clinical Education and Professional Development Award Winners

**Carol Cheng**

NICU

**Leslie Vermeersch**

Special Pregnancy Program

**Rosemary Altobelli**

NICU

## Scholarship Winners

Frank Gerstein Nursing Scholarship: **Alexia Cumal & Julie Moore**

Debra Hodgins Nursing Scholarship: **Madison Peters & Phebe Yongao**

Morris Gross Nursing Clinical Practice Scholarship: **Stephanie Bott**

Helen Evans Nursing Education Scholarship: **Sharon Choo**



## Research & Innovation

A culture of inquiry and scholarship where every clinical employee is encouraged and supported to engage and contribute to research and innovation that results in actionable knowledge requires an experienced and transformational **Academic Leader**. Dr. Lianne Jeffs, was appointed as Sinai Health's inaugural Research and Innovation Lead, and Scholar in Residence in September of 2018.



In this role, Lianne collaborates with professionals throughout the organization to develop and implement research, scholarship and innovation projects aligned with our Academic Practice Strategy and Clinical Programs priorities. Her initial priorities include engaging clinicians across the organization in developing research and innovation priorities and building research capacity; establishing the governance structure, infrastructure and sustainable funding for research and innovation; and designing an evaluation framework to monitor our research, innovation and knowledge translation impact.

### A sample of recent publications:

1. **Christine Bradshaw, Nana Asomaning, Carmelina Marziliano, Lianne Jeffs.** Implementing an Older Adult Abuse Policy in an Acute Care Setting. *Journal of Interprofessional Education & Practice*.
2. **Katherine McQuaid-Bascon, Matthew Royal, Maya Sinno, Rebecca Ramsden, Kristen Baxter, Nathalie Peladeau, Lianne Jeffs.** (2018) Evolving a Multi-Factoral, Data-Driven, Interprofessional Approach to Prevent Falls and Associated Injuries During an System-Level Integration. *Journal of Interprofessional Education & Practice*. 12: 8-12.
3. **Rebecca Ramsden, Lydia Chan, Cassandra Rassinger, Sabrina Gaon, Katherine McQuaid-Bascon, Sharon Currie, Lianne Jeffs.** (2018). Creating a sustainable assessment tool and follow-up plan to improve care transitions for the frail elderly patient population: The TPRAS project. *Journal of Interprofessional Education & Practice*. 13; 51-55.
4. **Jane Merkley, Nely Amaral, Maya Sinno, Tanaz Jivraj, William Mundle, Lianne Jeffs.** (2018). Developing a Nursing Scorecard Using the National Database of Nursing Quality Indicators<sup>®</sup>: A Canadian Hospital's Experience. *Nursing Leadership*. 31(4):82-91.
5. **Lianne Jeffs, Jane Merkley, Maya Sinno, Nicole Thomson, Nathatlie Peladeau, Sandra Richardson et al.** Engaging Stakeholders to Co-design an Academic Practice Strategic Plan in an Integrated Health System: The Key Roles of the Nurse Executive and Planning Team. *Nurs Adm Q*;43 (2):186-192.
6. **Merihan Zarif Abdelmalek, MBBCh, MSc, Susan Guest, RN, MN; Cynthia Maxwell, MD.** Team Planning in Obstetrical Care for Women With Obesity. *J Obstet Gynaecol Can* 2019;41(3):338-343

### Research & Innovation Award winners:

<b>Amanda Kerr</b>	14 North
<b>Giuliana Vertolli</b>	Acute Pain Service
<b>Jaclyn Ricci</b>	Transitional Pain Service



## Joy in Work

A safe work environment with respectful, healthy and energized people providing high-quality service excellence and compassionate care. For Neonatal Intensive Care Unit (NICU) Nurse Jennifer Glass, she wanted to recognize the environment her and her nursing colleagues work in through a beading project. Over the last year she has managed to string beads for about 90% of the unit’s nurses. Jennifer, has worked in the NICU for over 12 years, started the project when one of Jennifer’s colleagues experienced her first bereavement patient. “I believe this is one of the most difficult and emotionally draining experiences we deal with as NICU nurses,” says Jennifer. “I felt like I should be able to recognize this nurse for the fantastic job she did for both the baby and family. It’s a way of recognizing those skills that are specific to the NICU that we draw on a daily basis to guide our care. My hope is that the nurses I work with will be proud of their beads.”



## Maple the Magnet Moose

As Mount Sinai Hospital prepares for Magnet™ re-designation in 2019/20, Maple, our Magnet™ Mascot, has encouraged our teams to show creativity and demonstrate team work and pride. We can’t wait to see what Maple gets up to next.

## Joy in Work Award Winners

<b>Cindy Shaffer</b>	14 South	Joy in Work Award
<b>Krista Black</b>	15 Murray	Joy in Work Award
<b>Julie Ong</b>	10 North	Joy in Work Award

## Workforce Planning & Efficiency in Care

As Mount Sinai Hospital continues to be a leader in women’s and infants’ care, our need to attract and position top talent to drive excellence was articulated as a priority in Sinai Health’s People Plan. We recently held a Career Fair to specifically attract nurses for our Women’s and Infants’ program and the response was overwhelming. In a joint effort between the Human Resources’ Workforce Planning team and leadership in the Women’s and Infants’ program, the Career Fair attracted over 250 people who were interested in opportunities to work in a unique and dynamic environment.

# Transformational Leadership and Magnet™

Clinical leaders drive our quality, safety and transformation agenda, and influence change at a system level to achieve our organizational goals. Transformational Leadership is about ensuring visibility and accessibility of leaders. It is about engaging staff at all levels in shared governance to help direct the organization to meet its strategic priorities and create structures and process that enable high quality care. It is about creating partnerships to identify needed change, creating a vision to guide the change and executing the change collaboratively. It is also about rewarding and recognizing the accomplishments made by all.

## Magnet™ at Mount Sinai

Mount Sinai remains the FIRST and ONLY hospital in all of Canada to achieve Magnet™ status. This is an accomplishment that only we as Mount Sinai Hospital nurses can celebrate.



As the Magnet™ Program Director, Nely Amaral is thrilled to be part of an organization that is recognized with this prestigious distinction of excellence. “Together, we have been on this journey to excellence for the last four years since our initial designation,” says Nely, Director Nursing Quality and Performance for Sinai Health. “I am proud of how Mount Sinai nurses have continued to collaborate, innovate and demonstrate their dedication to not only our patients and their families but also to our community and the nursing profession.”

Nely has worked at Mount Sinai for over 25 years and as our Magnet™ re-designation approaches, she is acutely aware of the commitment to high quality and safe care that is demonstrated daily. “I feel blessed to be a part of an organization where unparalleled service and high quality, safe care is at the forefront of everything we do,” says Nely. “I know that I speak out of pride to say that I am a nurse who works with great colleagues and that there is “no better place to work”.

## Transformational Leadership Award

**Julie Tagi** Nursing Administration

**James Clancy** Nursing Administration

**Vanessa May Ramos** 14 South

## Quality and Safety Award

**11 North team**

**Stephanie Saraga** Emergency Department

**Maggie Richter** NICU

**Unit Council Advisory** (Co-chairs of all Unit Councils)

