

UHN NURSING ANNUAL REPORT



A Message from Pam Hubley, VP and Chief Nurse Executive

Welcome to UHN's 2022/23 Nursing Annual Report.

I am delighted to celebrate the contributions of nurses across UHN's specialized programs.

I am proud to introduce you to some of them. I am proud to work alongside all of them and to work for them. Like them, I am proud to be a nurse.

Nurses are a constant and reassuring force in the lives of our patients at UHN. They provide the care patients need and the support their colleagues appreciate. Nurses help propel UHN's reputation for excellence to new heights in Canada and around the globe.

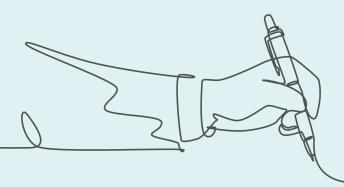
UHN nurses have a profound influence on individuals and families through their deep clinical expertise and compassion; their quality improvement acumen; and their strong scholarship, innovation and leadership.

Through these pages, you'll come to understand the quality of care our exceptional nurses provide to our patients on a daily basis. You'll witness nursing milestones and innovations, discover unique roles and learn about academic and clinical achievements. Our nurses' response to the COVID-19 pandemic has inspired us to move forward with confidence as we build on lessons learned and develop innovative approaches for the evolving health-care landscape.

I am grateful to all our nurses. I hope you will be inspired by their stories. Thank you to all of my nursing colleagues for contributing to UHN in so many important ways.

I hope you enjoy this report that celebrates and illuminates their indispensable impact.





Showcasing UHN Nursing Scholarship to the World

The International Council of Nurses (ICN) Congress

This July, UHN Nursing was well represented at the International Council of Nurses Congress in Montreal where Toronto Western Hospital (TWH) Clinical Nurse Specialists (CNS) Naudea Mair and Sherele McGhie presented their poster entitled "Opening Doors to Prevent Hospital Admission and Improve Continuity of Care: The Role of the Wound Care Clinical Nurse Specialist."

It was an outstanding opportunity to amplify awareness of UHN's wound care, the CNS role and the value of scholarship in nursing.

"As CNSs at TWH's General Internal Medicine (GIM) inpatient and Skin and Soft Tissue Infection Clinic (SSTI), we conduct detailed assessments, provide consultation and education for patients. We work collaboratively with the interprofessional team to develop evidenced-based patient care plans," says Naudea.

The SSTI clinic was established in May 2020 during the surge of the pandemic and more than 760 patients have been managed there.

"We serve patients with challenging determinants of health needs that may have otherwise fallen through the cracks," says Sherele. "We work closely with patients, families, physicians, allied health and community partners to address their needs."

The clinic's goal is to prevent hospital admissions and promote early discharges for patients who can be safely managed in the community to ensure more inpatient beds become available.

Says Naudea, "We were very pleased to attend the ICN conference to demonstrate and promote our work and research findings."



Pictured L to R: Naudea Mair, Pam Hubley and Sherele McGhie



MONTREAL ICN CONGRESS 1-5 JULY 2023

Nurses together: a force for global health

The 29th ICN Congress

The International Council of Nurses and the Canadian Nurses Association co-hosted the 29th ICN Congress, the world's largest international nursing event, for five days in July in Montreal at the Montreal Palais de Congrès.

Impacting Health Care Across All Levels

UHN proudly counts three nurses enrolled in the new Doctorate of Nursing (D.N.) program at University of Toronto's Lawrence S. Bloomberg Faculty of Nursing.

A first in Canada, the D.N. program focuses on developing nursing leaders by advancing nursing education and scholarship and translating research into practice to improve health systems and health-care delivery.

This fall, Shannon Nixon, Nurse Practitioner in the Complex Malignant Hematology Program at Princess Margaret Cancer Centre, and Mary O'Sullivan, Lead Clinical Coordinator, Medly Remote Heart Failure Monitoring for the Centre for Digital Therapeutics at Peter Munk Cardiac Centre, will begin their first year. They join Nikki Marks, Nurse Practitioner with the Ajmera Transplant Centre, who is in her third and final year of studies, and a member of the inaugural 2021 D.N. program cohort.



"With UHN's support, I will strive to do better for patients." - Shannon Nixon

Shannon's clinical and research focus is on the supportive care needs of patients diagnosed with acute and chronic leukemia. Treatment for leukemia has typically been given in academic cancer centres like Princess Margaret, which offer specialized, multidisciplinary care and resources. Travel to these centres can become burdensome for the older adult population. Shannon's doctoral work will seek to understand the barriers of managing older adult patients with acute leukemia in the community setting, with recommendations for safe and effective care closer to home. "I strive to do better for patients, not just in our clinics but from a level of health policy and organizational change," says Shannon.

"I am interested in the focus on implementation of research directly to patients and providers."

- Mary O'Sullivan

"The program helps nurses build the necessary skills to impact health care across all levels." - Nikki Marks





Mary was inspired to take part in the D.N. program by her father and others living with AL amyloidosis, a rare disease that occurs when amyloid proteins accumulate in vital organs. She seeks to implement the use of cutting-edge technologies like Medly (UHN's app for heart failure patients that offers 24-7 patient monitoring) to support the coordination of care for these complex cases. It's her passion to make the entire treatment journey for amyloidosis patients easier because of the complexity of the care and the impact that each facet of care has on the patient. "If you treat one aspect of the amyloid-related issue, it can directly negatively impact another body system. It's a very fine line you have to tread."

Nikki has been a nurse for more than 25 years and has spent the past 16 years as a Nurse Practitioner. She was drawn to the D.N. program because of her desire to contribute to nursing from a leadership perspective. "Clinical leaders create clinical leaders," she says. "I see this program as building the skills necessary for nurses to contribute and impact health-care services across the clinical, system, and policy levels." The program is a good fit for Nikki because it offers the perfect balance between creating and implementing innovative ways of caring for patients, and developing her leadership capacity.

Canada's First Oncology Nursing Research Centre of Excellence Opens

In April, Princess Margaret Cancer Centre opened the Oncology Nursing Research Centre of Excellence (ONRCE), Canada's first centre devoted to supporting oncology nursing research.

The centre aims to advance the development of oncology nursing by supporting nurse scientists to conduct rigorous, externally funded cancer research that enhances the quality of care across every step of the cancer journey, from diagnosis and treatment, to follow-up and end-of-life care.

"Our vision is to improve patient and family outcomes and enhance the experience of those living with cancer by supporting oncology nursing research and scholarly activities," says Anet Julius, Director of Professional Practice at Princess Margaret. She co-leads the centre with Dr. Samantha Mayo, RBC Financial Chair in Oncology Nursing Research, and Clinical Nurse Specialist Lara Cooper.

The centre released a report in April that reflected the depth and breadth – and international scope – of Princess Margaret's oncology research. Among the highlights is a guide on how to talk about dying, death and loss; evidence showing that proactively calling older adults with cancer after chemotherapy reduces unplanned health-care visits, and findings on the importance of nutrition in supporting patients with pancreatic cancer.

The centre is already driving its goals forward with activities such as the Canadian Oncology Nurse Investigator Research Rounds, a peer mentorship group, and a series of research skills workshops.



Pictured T to B: Anet Julius, Lara Cooper and Dr. Sam Mayo

NPs Help to Close Gaps in Cancer Care

Princess Margaret Cancer Centre's nurse-led Malignant Hematology Day Unit

Nurse Practitioners Joy (E Jin) Kim and Dior Caruso exemplify how nurse-led clinics enhance patient care and can close gaps in health care. In the Malignant Hematology Day Unit (MHDU) at Princess Margaret, they work in a highly autonomous clinical setting that enables them to spend more time with patients.

They are able to get to know their patients and develop strong therapeutic relationships built on trust and understanding. "It helps patients physically, as well as emotionally, to receive support throughout their cancer journey from diagnosis to end-of-life care," says Dior. Benefits to patients include more clinician availability, the ability to receive closer follow-up visits and increased continuity of care.

"The NP role allows us to work independently to make decisions within our scope of practice that can save time, such as prescribing supportive medications while patients undergo chemotherapy treatment or providing transfusion support," says Joy. "We provide a lot of essential teaching and education to patients and their families."

Many new lines of therapy mean there are more complex patients with improved survival rates. This means that, fortunately, patients are living longer. It also means they have increased symptoms that require close monitoring from a health-care provider, and an NP can do that. As a result, Dior and Joy can often see patients weekly, or even up to two or three times a week if needed. Regular visits to the MHDU can also reduce extra visits to the Emergency Department.

Dior and Joy also engage in teaching with nurse colleagues. For example, they took part in the Princess Margaret Cancer Centre Multiple Myeloma Day, organized with U of T's Temerty Faculty of Medicine.



Pictured L to R: Joy (E Jin) Kim and Dior Caruso

Creating a Community of Practice

Enhanced collaboration between nurses and PSWs aims to revolutionize UHN's delivery of care

What started as a solution to maintaining excellent patient care during a health-care human resources crisis is now optimizing the role of personal support workers (PSWs) and reinvigorating teamwork across UHN.

Grounded in an education program designed to build on the skills of PSWs, the Building Stronger Care Teams strategy allows PSWs to contribute more meaningfully to their interprofessional teams, and ensures they and their nursing colleagues are empowered to work to their full scope of practice. By enhancing the patient-facing skills of PSWs, which include activities of daily living, collecting non-blood specimens, mobilization and taking vital signs, nurses have the ability to apply their knowledge and clinical expertise to those who need it most.

"As part of the Building Stronger Care Teams strategy, we have supported the ongoing development of more than 300 PSWs across UHN. PSWs report feeling empowered by the education they received and provision of care they contribute to," says Karelin Martina, UHN's Director of Practice-Based Education.

"We continue to build on the Building Stronger Care Teams strategy and as a next step we will be creating a community of practice for PSWs to learn with and from one another. We are listening to the needs of the patients, teams and PSWs and want to ensure that we continue to provide the right care, at the right time by the right team member," says Karelin. "We certainly could not have arrived to where we are without our passionate PSWs, the support of our nurses and our leadership teams."

Pictured L to R: Tray Collier, PSW and RN Noriel Fabros.



UHN Collaborating To Hire and Train Nurses on a Global Scale

To tackle health-care human resources challenges, UHN has partnered with the Supervised Practice Experience Partnership (SPEP), a program for internationally educated nurses (IENs). Since the inception, UHN has supported more than 80 IENs with supervised work placements.

The SPEP is run by the College of Nurses of Ontario (CNO) and Ontario Health as an initiative to allow for equal opportunity and proper training for IENs at hospitals within Toronto Academic Health Science Network hospitals.

The program provides paid, supervised work placements for IENs; these internships enable them to become nurses certified to work in the province. It offers the IEN learners an opportunity to demonstrate mastery of entry to practice competencies and expand their perspective of Ontario nursing practice – their final registration requirement to enter the province's nursing workforce.

Of the nurses that completed a placement at UHN, 78 per cent were hired as nurses.

UHN continues to support IENs throughout their placement.

"We are dedicated to ensuring that our placements are a supportive and rich learning environment where IENs can see themselves grow their careers," says Karelin Martina, Director of Practice-Based Education.

"As a next focus in the SPEP program, we are working on developing a community of practice where IENs completing their work placements can learn from IENs who have either completed or soon to complete their placement and are now working at UHN. We strongly believe in the power of community and in learning together."

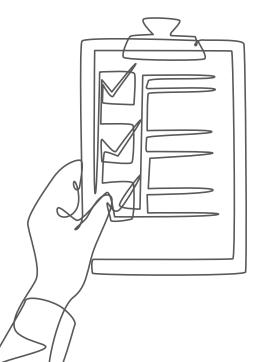






Pictured L to R: Toronto Rehab's Gaby Golea and Maria Chiera-Lyle, in Portland, Maine.

Saving Lives with Enhanced Skills in Code Blue Emergency Response



UHN rehab nurses present at International Learning Collaborative Annual Conference in Portland

Gaby Golea, Director, Professional Practice, and Maria Chiera-Lyle, Advanced Practice Nurse Educator, were recognized this summer at the International Learning Collaborative Annual Conference in Portland, Maine.

Their submission was titled "Translating Change at the Point of Care: The Development of a Person-Centred Emergency Response Training for Rehab Nurses," and argued that foundational knowledge and skills in Code Blue emergency response can help save lives even before paramedics arrive on the scene with sophisticated equipment. Attention to the basics of care, applied at the right time, often matters most to patients and positive outcomes.

"What excites me most about what I've learned is that, in modern healthcare, we sometimes undervalue the importance of care fundamentals, such as wound care, promoting mobility, and more," says Gaby.

Code Blue Emergency response training sessions were initially launched at the Bickle Centre in March 2023 and have been expanding across Toronto Rehab. The team expects to complete training in most programs by the end of the year.



Pictured: The clinical team involved with the study, including executive sponsors Gaby Golea (fifth from the left) and Mary Kay McCarthy (eighth from left).

Ground-breaking Study to Examine Physical Demands and Fatigue in Complex Continuing Care

A research study is underway at UHN's Bickle Centre that is modelling nurse workload, fatigue and associated outcomes over time, with the goal of health-care system improvement and management – a first-of-its-kind for the complex continuing care (CCC) sector. With personal support workers taking on increasing responsibilities to support nurses, they are also part of the study.

Launched in 2022, this initiative is one of a series of collaborative studies being conducted by UHN and Toronto Metropolitan University (TMU). The study team includes UHN nurses Veroneike Bunton, Gaby Goela, Maria Chiera-Lyle, Kevin Woo, John Delacruz, and Nancy Kelly, as well as Dr. Sue Bookey-Bassett, RN, PhD and Helen Purdy from the Faculty of Nursing, TMU.

"CCC staff have specialized skills to care for patients with multiple complex disorders and this increases physical demands," says Maria Chiera-Lyle, Advanced Practice Nurse Educator. The team has created novel task-by-task computer simulations of modelling nursing workload that will produce shift-long simulations to predict staff capacity, individual fatigue responses across shifts, and care quality parameters.

"We know that excess workload contributes to negative outcomes for both health-care staff and patients, and that high workloads and fatigue are associated with errors, decreases in patient care quality, staff injuries, and staff turnover," says Gaby Goela, Director of Professional Practice. "Managing fatigue in our nurse workforce is essential. This research will have a lasting impact."

The study will conclude in 2026.

Nurse-led Tech Innovation Aims to Support Delirium Prevention



Pictured L to R: Geri-Connect creators Tina Cheung, Linda Liu and Marijana Zubrinic

The Geri-Connect App, created by three UHN Advanced Practice Nurses and partially funded through the Registered Nurses' Foundation of Ontario (RNFOO), will serve as a "one-stop shop" for assessing responsive behaviours of older persons admitted to hospital.

Linda Liu, Clinical Nurse Specialist, Medical Psychiatry; Tina Cheung, Nurse Practitioner, Endocrinology; and Marijana Zubrinic, Nurse Practitioner, Thoracic Surgery, were compelled to take action during the first wave of the COVID-19 pandemic in the spring of 2020.

They observed that older patients admitted to Toronto General Hospital's General Internal Medicine and Surgery units were experiencing a decline in their cognitive and mental function in the context of prolonged delirium and isolation.

"Their distress was heightened by language barriers in an unfamiliar, sterile environment. Geriatric best practices highlight the need for culturally relevant and meaningful connections to foster engagement," says Linda. "We needed to bring back familiarity to calm things down."

With these insights and the aid of initial seed funding, they hired an app developer to design the prototype Geri-Connect App, usable on tablets and computers on the units to enable nurses and clinicians to support delirium prevention and management.

Geri-Connect was designed for use in a culturally diverse environment and contains a repository of languagespecific programs (e.g., music, videos, games), as well as communication and re-orientation functions.

Development will ultimately integrate video conferencing applications to enhance communication among patients, families and staff and enable nurses to build a personcentred care plan.

"It will use a behavioural analysis framework to address backgrounds, and responsive behaviours and provide access to a centralized location for meaningful online programming," says Marijana.

As they neared the final stages of prototype design, the team applied for and received RNFOO Nurse Innovator Award funds to measure impact. There is an anticipated pilot testing launch in the fall and winter of 2023.

"We are proud of our work," says Tina. "We strongly believe that Geri-Connect can help nurses and truly meet patient needs during a vulnerable and distressing time in hospital."

New Neurovascular Response Nurse Role Created for Time-Sensitive Hyperacute Stroke Response



Pictured L to R: Arlene Vasconcelos, Janice Williams and Emma Bingham.

With stroke, time is crucial for the brain and nurses at Toronto Western Hospital (TWH) have developed the new Neurovascular Response Nurse (NVRN) role to amplify time-sensitive hyperacute stroke response.

A team led by Emma Bingham RN, TWH Neurovascular and Neuro Level 2; Stroke Nurse Practitioner Janice Williams; and Arlene Vasconcelos, Nurse Manager, TWH Neurovascular Unit received an Advanced Clinical Practice Fellowship from the Registered Nurses' Association of Ontario for a proposal entitled "Time is Brain: Improving Patient Outcomes through Development of a Code Stroke Response Nurse".

The team developed and integrated the new Neurovascular Response Nurse role. This is a significant milestone achievement for nursing at Toronto Western because it provides increased access to time-sensitive care and improved patient outcomes for stroke – all in collaboration with the Emergency Department (ED).

The NVRN is a Level 2-trained nurse who acts as a leader and mentor on the unit, supporting the practice and development of the Neurovascular Unit nurses. Additionally, the NVRN will now attend to code strokes at Toronto Western, both In-Hospital and in the ED. "The NVRN will support the post-thrombolytic monitoring of patients with acute ischemic stroke, and facilitate timely admission to a Level 2 bed," says Emma.

The project went live on Aug. 22, 2023. "We are now in the stabilization and evaluation phase," says Emma. "We are expecting to see an improvement in hospital flow and ED offloading, a reduction in time from ED arrival to thrombolytic administration – a provincial benchmark – and long-term, through dissemination, an improvement in stroke care across the province."

When Paulette Dalton, Transplant Coordinator with UHN's Ajmera Transplant Centre, started running in high school, her first run wasn't even a mile.

"I just wondered if I could run from my house to the end of the road," she says. "Once I did, I was pumped up. I thought 'Wow, I can do things!"

In between high school and Iron Man, Paulette attended nursing school and progressed from running to duathlons running and bike. From there, she eventually advanced to the full Ironman in 2008 in B.C. Her father, Paul, often joined her in her athletic pursuits.

This fall, Paulette is headed to the Ironman World Championship Women's Race in Kona, Hawaii, where she will join her colleague Nikki Marks, who shares her passion for triathlon. "It has been so special to have Paulette as a colleague," says Nikki. "We will definitely be rooting for each other in Hawaii."

Currently balancing training for Ironman and her role as a nurse, Paulette says that these athletic events enhance her work. "It's a good form of stress relief," she says.

"If you have a rough day you can get some endorphins pumping. I am a strong believer that movement is just good for people in general." She believes it helps to manage challenges. "If you're in a long workout, for example, you need to find coping strategies and you can pull that into your work life, too. There is a lot of crossover related to how you handle things and develop coping mechanisms."

Paulette is proud of how far she has come from that first run, and believes anyone can do it by setting some goals to challenge themselves. "You don't have to do an Iron Man tomorrow – you can start with a bike ride or a walk."



Pictured: Paulette Dalton in September 2022 at the Barrelman Triathlon in Niagara, ON



Pictured L to R: Megan Smith and Rachel Yang.

Mental Health Nurses Empower Colleagues Through QI Project

Megan Smith and Rachel Yang, two staff nurses in the Toronto General Mental Health Inpatient Unit, are highlighting the importance of alternatives to physical restraints in mental health care through a recent quality improvement project.

"We wanted to promote alternative approaches that are the least traumatizing," says Rachel. "Trauma-informed care is the most important aspect of mental health nursing."

They created a resource called "Enhancing the Use of Alternative Approaches to Physical Restraints" that covers a range of prevention strategies, from ways to build rapport with patients and enhance assessment skills, to grounding techniques and the benefits of daily behavioural activation therapy.

"We've had a lot of new grads come on the unit recently," says Megan. "We thought creating this educational resource would be a great opportunity to support and empower our new nurses and let them know that there are other options." Megan and Rachel relied on their nursing experience and education and brought in evidence-based components via research.

"The past few years have been challenging, and many projects were understandably paused," says Advanced Practice Nurse Educator Aideen Carroll. "It is wonderful to now turn our attention back to quality improvement work and initiatives that benefit patient and staff safety. To bear witness to the outstanding work Rachel and Megan did on their project makes me so proud to be a nurse at UHN."

Celebrating Nurse Leaders





Anet Julius, Director of Professional Practice at UHN, is a proud oncology nurse who is motivated to seek improvement of patient care and staff well-being. She is lead for the oncology and blood disorders programs at Princess Margaret, and UHN's Medical Assistance in Dying service. A dedicated lifelong learner, Anet completed the **Emerging Women Executives in Health** Care program at Harvard University this year. She also co-led the creation of Oncology Nursing Research Centre of Excellence at Princess Margaret. Anet has been in progressive leadership roles such as Advanced Practice Nurse Educator, and Senior Professional Practice Leader at Princess Margaret.



Dawn Donaldson, **Nurse Manager**

Dawn Donaldson is Nurse Manager for the Outpatient Cardiac Clinics and Medly within the Peter Munk Cardiac Centre (PMCC). Over the past 10 months, Dawn has immersed herself into the business of the outpatient cardiac clinics. endeavouring to provide evidence-based, data-supported care and decisionmaking in day-to-day operations through the optimization of the Epic health information system and solidifying clinic processes. In addition, Dawn participated in the discharge planning value stream workshop, and is part of many UHN groups, including the Daisy Nursing Award Committee. She is excited to help develop a PMCC Mentorship Program designed to increase retention - and ultimately improve patient care - by offering nurses supportive opportunities for learning, advancement and skill enhancement.



Heather Wyers, APNE

Heather Wyers RN, BScN, MN, CPN(C), is the Advanced Practice Nurse Educator (APNE) at Toronto Western Hospital (TWH) in the Operating Room. This year, Heather continued as a mentor and selection committee member for the Krembil Nursing Awards. She is on the planning committee for the 2023 Inaugural Krembil UHN International Nursing Conference. In addition, in her new role as co-chair for the TWH APNE working group, she is leading the development of a boot camp for newgrad nursing hires. This spring, Heather presented at the Ontario Surgical Quality Spring Meeting, where she showcased the Perioperative Nursing Program she facilitates in partnership with UHN's Michener Institute.





Dr. Salima Ladak, NP, PhD, is a founding member of the Transitional Pain Service and the Quality Lead for the Department of Anesthesia Pain Program. Her leadership and clinical expertise has been leveraged to develop pain programs internationally, including the development of the Kuwaiti Cancer Care Centre Pain Program. She is cross-appointed to U of T's Lawrence S. Bloomberg Faculty of Nursing. Salima's leadership has advanced key programs for her department, including the expansion of the availability of ketamine as an analgesic in certain patient groups - a first for UHN - to provide more options for patients. In recognition of her innovative work, this year Dr. Ladak received a UHN Quality and Safety Local Impact Award.



Shannon Wright, NP

Shannon Wright is a nurse practitioner (NP) in the Mental Health in Medicine Clinic at Toronto General Hospital. She provides mental health care to patients who live with complex medical conditions and collaborates with patients and teams to improve patient outcomes. Shannon is in the process of completing a Master's degree in counselling psychology, and she works as an Adjunct Lecturer in the Lawrence S. Bloomberg Faculty of Nursing at U of T.

Shannon is the 2023 recipient of the RNAO President's Award for Leadership in Clinical Nursing Practice, which recognizes evidence-informed practice and leadership.

Her current research includes exploring the mental health needs of individuals living with long COVID syndrome, solid organ transplant recipients, and optimizing patient outcomes.



Zelia Souter, Nurse Manager

Zelia is the Nurse Manager of Inpatient Cardiology and Clinical Electrophysiology at Toronto General Hospital. This past year she has been engaged in overseeing and supporting her department's Cupid and Epic enhancement projects. With her leadership team on Inpatient Cardiology, she has implemented the Personal Support Worker upskilling initiative. She was an active participant in the Peter Munk Cardiac Centre (PMCC) strategic planning sessions for 2023-2028. In addition, she is a member of both organizational and program committees including the Toronto General Hospital Association Committee (Labour Management Advisory Committee), Telemetry Working Group and PMCC Nursing Mentorship Program.



Pictured: Susie Monginot Photo: Derek Shapton

Getting to Know the Whole Person

CNS-led care at the Clinic for Older Adults with Cancer at Princess Margaret

Susie Monginot, Clinical Nurse Specialist (CNS) in geriatric oncology and her CNS colleague, Rana Jin, play a vital role in running and coordinating the Older Adults with Cancer Clinic (OACC) at Princess Margaret Cancer Centre.

They look to identify the unique needs of older people with cancer. This includes triaging new patient referrals, performing comprehensive geriatric assessments and working with the specialized team to develop individualized care plans for their patients – with the goal of maintaining independence as much as possible. They also provide nurse-led telephone follow-up for extra support.

Princess Margaret is one of only three places in Canada to provide this care, so it is a busy clinic. In fact, this year has been the busiest one yet. "Our population is aging rapidly and the majority of people with cancer are older," says Susie. "Over the past seven years, there has been an increase in patients attending the clinic. It is an important piece and so the clinic has been ramped up with some increased hours to serve a larger patient population."

When patients come for their two-hour assessment there are multiple things to address, such as any conditions they are living with, social supports, mood, cognitive aspects, and medications. "It is rewarding work," says Susie. "It's a full holistic assessment where we get to know the whole person."

Grateful for the support from UHN, Susie is involved with other research taking place in the geriatric oncology field. She will be presenting at the International Society of Geriatric Oncology in Spain in November.

The Older Adults with Cancer Clinic (OACC) has been supported by the generous \$30 million 2019 gift from The Slaight Family Foundation to a number of hospitals across Toronto to transform seniors' care.



Pictured L to R: Toronto Western Family Health Team NPs Allison Mann, Sae Fukamizu and Christine Bottomley

UHN's Toronto Western Family Health Team NPs Raise the Bar

Nurse Practitioners act as Most Responsible Practitioner (MRPr)

Nurse Practitioners (NPs) at the Toronto Western Family Health Team are practicing at the full extent of their scope – in alignment with UHN's new Nursing Strategy – in the capacity of Most Responsible Practitioner (MRPr). The MRPr is a regulated healthcare professional, who has overall responsibility for directing and coordinating the care and management of a patient at a specific point in time.

It's a significant shift in the clinic to manage a growing group of often complex patients and there has been a high level of patient satisfaction with the holistic care NPs provide.

Primary care Nurse Practitioners see patients of all ages and offer a wide breadth of services. "They see and do everything from addressing an acute episodic care, making a referral, to giving the annual flu shot and treating ear infections," says Allison Mann, NP, Toronto Western Family Health Team. "NPs thrive when they provide continuity of care and lifelong relationships."

Enhancing primary clinical care capacity is essential to adapt to evolving needs. "The health-care landscape is changing, with conditions that historically were managed in hospital now being managed through family medicine in the community," says Allison. "This can be complicated because one or two chronic conditions superimposed with acute issues and COVID-19, or a respiratory infection, requires more care more frequently." There have also been pressing community issues this year such as caring for refugees and individuals with housing challenges, and establishing a long-term care plans to help.

Under Allison's leadership, the amplified NP role offers enhanced capacity for patients to receive the care excellence UHN is known for. "Toronto Western Family Health Team can serve as a great example for other clinics to observe the positive outcomes of NP led care that are setting important precedents," says Tara Bolden, Nurse Practitioner Lead, UHN. "Having more clinicians is a win."

Unique Nursing Roles





Jillian Chandler, UHN's first Senior **Manager, Clinical Informatics**

Jillian Chandler found the perfect job to combine her critical nursing knowledge and tech skills in the role of Senior Manager of Clinical Informatics within the UHN Digital Project Management Office (PMO) – a first for UHN. Jillian worked for 10 years at UHN in various clinical nursing roles.

Her most recent role was Epic Application Analyst for Synapse (UHN's Epic Implementation), and it encompassed inpatient documentation for nursing and health professions and involved actual configuration in the Epic system. Working with a group of nurses who joined the Synapse project in Application Analyst roles, she supported two Synapse Working Groups responsible for how UHN's Epic system was configured for inpatient staff. Now, Jillian and her colleagues in UHN's PMO collaborate on key issues such as IT downtime preparedness, end-user satisfaction, system adoption and benefits realization. "I am very excited to take on this new role," says Jillian. "It will allow me to draw on my wide-ranging UHN nursing experience, and have a positive impact on patient care and the daily work of nurses and other health professionals."

Joshua Moralejo, Skin and Wound Expert at Bickle Centre, Toronto Rehab

Joshua (Josh) Moralejo joined Toronto Rehab's Bickle Centre team to ensure optimal skin care during every patient's rehab experience. "I see introducing new treatments that haven't been applied before as my purpose," says Josh, Clinical Nurse Specialist for skin, wound and ostomy care. "My role is to ensure we're applying best practices in skin health to advance a patient's overall healing journey."

Bickle cares for a large number of older patients with complex medical conditions and patients with limited mobility. Many are admitted with existing wounds from surgery or pressure injuries after lengthy immobility. Wound care plays a critical role in supporting their safe return to the community. The role is a perfect fit for Josh who holds a Master's of Science in Community Health in Wound Prevention and Care, a certificate in International Interprofessional Wound Care. Most recently, he formally completed his specialization as a Nurse Specialized in Wound, Ostomy, and Continence (NSWOC) and attained a Canadian Nurses Association Certification for this specialty.





Robert (R.J.) Edralin, UHN's first MAID Nurse

R.J. Edralin, Clinical Nurse Specialist for UHN's Medical Assistance in Dying (MAID) service, helps patients, families, and their care teams through end-of-life journeys. Recognized by his colleagues as a pioneer in the field, R.J. is a recent recipient of a Provincial Donation Champion Award from Ontario Health, Trillium Gift of Life Network. He is the winner of the 2022 Thomas J. Bell Scholarship for Nurses. R.J. has worked at UHN since 2012, starting his career as a staff nurse on the Nursing Resource Team (TG/TW) and Emergency Department (TW). In 2016, R.J. became one of the first nurses in Canada to hold a dedicated MAID nursing position as the inaugural MAID Clinical Care Coordinator at UHN, followed by a promotion in 2021 to an advanced nursing practice role as the MAID Clinical Nurse Specialist. "It is a privilege to be a part of this meaningful journey with patients and their loved ones, while also supporting education needs, clinical practice, and collaboration with inter-professional staff from over 40 in-patient units at UHN that have experienced MAID provisions."

Terrance (T.J.) McBean, Administrator on Site, Toronto General Hospital

After starting his career as a Registered Practical Nurse (RPN), Terrance (T.J.) McBean joined the Toronto General and Toronto Western Hospital Emergency Departments. He recently fulfilled a long-standing career goal of becoming an Administrator on Site (AOS) at Toronto General. An AOS has accountability to address and troubleshoot issues – from clinical, flow and environmental to emergency preparedness during non-business hours, weekends and statutory holidays.

In June, T.J. received his Masters of Education from OISE at U of T. He was also appointed Adjunct Lecturer with the Lawrence S. Bloomberg Faculty of Nursing. This year, T.J. joined the Collaborative Academic Practice team as the Interim Interventional Radiology Education Resource Nurse with the Joint Department of Medical Imaging. He was the grateful recipient of this year's Yau-Fong Cheung UHN Foundation Scholarship. Says T.J., "This award inspires me to continue to explore leadership development here at UHN and delve into fostering the convergence of health-care leadership and clinical education."

Research Leaders



Dr. Aaron Conway Leaves his Mark

This summer, Dr. Aaron Conway's tenure as The RBC Chair in Cardiovascular Nursing Research at the University of Toronto and University Health Network concluded after five years. Before he returned to his native Australia, Aaron reflected on his contributions and the value of the RBC Chair.

What was your key objective when you assumed the RBC Chair in September 2018? A huge responsibility for any chair is to attract research funding, and I was pleased to attract national, international and industry funding for my research in procedural sedation and analgesia. That support enabled me to develop a thriving research program to make procedural sedation safer, more effective, more efficient and more patient-centred for the many patients who undergo procedures to diagnose or treat cardiovascular disease.

What was the impact of your research program? My research actively involved UHN patients, allowing them to participate in cutting-edge studies and benefit from the latest developments in procedural sedation and analgesia. In fact, over 800 UHN patients participated in my studies, including more than 500 in randomized trials. During my tenure as chair, my research resulted in 26 journal articles and three book chapters that helped elevate UHN's reputation as a leader in nursing.

What do you see as your legacy from your time as chair?

I am proud that as RBC Chair I was able to provide mentorship and supervision of graduate students and researchers from various disciplines to help build research capacity within UHN, fostering a culture of innovation, collaboration and excellence. I look forward to seeing the incredible impact they will have on patient care in the future.



Dr. Samantha Mayo, RBC Financial Group Chair in Oncology Nursing Research

As the RBC Financial Group Chair in Oncology Nursing Research at Princess Margaret Cancer Centre and U of T's Lawrence S. Bloomberg Faculty of Nursing. Dr. Mayo co-leads the Oncology Nursing Research Centre of Excellence that aims to improve patient and family outcomes. She is also Associate Professor in the Lawrence S. Bloomberg Faculty of Nursing.

Samantha's research program focuses on optimizing the longterm health of people with hematological (blood) cancers, by addressing the psychosocial and functional impacts of disease and its treatment. Her research characterizes the patterns and predictors of patient and caregiver outcomes with a goal of developing health service interventions to support coping, self-management, and quality of life.

Funded by the Canadian Institutes of Health Research, she is currently leading a large multi-site study that will observe changes in quality of life and functional outcomes among people diagnosed with non-Hodgkin's lymphoma, one of the most common hematological cancers in Canada. The reach of her work is further extended through leadership roles in national and international professional organizations focused on oncology symptom management and supportive care.



Dr. Kathy McGilton, KITE Research Institute, Toronto Rehab

"The focus of my research is on improving the lives of older adults in facility-based settings while also studying the staff and the contextual factors that influence their care," says Dr. Kathy McGilton, senior scientist with the KITE Research Institute, Toronto Rehab. Her research paper, "The Future Includes Nurse Practitioner Models of Care in the Long-Term Care Sector," was published in February in the National Library of Medicine's National Center for Biotechnology. Her work has directly positively influenced provincial legislation. In the Enhancing the Care of Older Adults team (Encoar), Kathy's research has led to innovations in models of care and positive outcomes for older adults, care partners and staff and in the development of appropriate health policies. In her role at KITE Research Institute, she contributes to the advancement of better care for older adults, and building capacity of staff, researchers and trainees. Kathy was inducted into the Canadian Academy of Nursing in 2022.



Dr. Lindsay Carlsson, Princess Margaret Cancer Centre

Dr. Lindsay Carlsson, RN, MN, PhD, Clinical Nurse Specialist, Phase 1 Clinical Trials Program, is leading a nurse navigator virtual care project aimed at improving the access of Ontario cancer patients to clinical trials and genomic profiling opportunities at Princess Margaret. She is a member of the Oncology Nursing Research Centre of Excellence Team. Lindsay's PhD thesis project is focused on evaluating the impact of multi-gene panel testing on the psychological functioning and clinical decision-making of women at high risk for hereditary breast and ovarian cancer. She is the Co-Leader of the Canadian Nursing and Genomics (CNG) initiative, which is focused on supporting and equipping Canadian nurses to respond to advances in genomics and the emergence of precision health. The CNG developed a national engagement framework which identified six key priorities for action and leadership strategies to accelerate and sustain the nurses' engagement with genomics.



Spotlight on Nursing Award & Fellowship Recipients



Grissel Crasto, APNE, Toronto Western Hospital

Grissel Crasto is the 2023 recipient of the Mary Ferguson-Paré Research Award for Nursing. She has worked in inpatient Neurology, Epilepsy and Neurosurgery at Toronto Western Hospital (TWH) for more than five years. Currently, she is an Advanced Practice Nurse Educator supporting seven departments, including Preadmission Clinic, Preoperative Care Unit, Post-Anaesthesia Care Unit, Surgical Procedures Unit, Day Surgery, Endoscopy and Cystoscopy in Perioperative Services.

A graduate of the Lawrence S. Bloomberg Faculty of Nursing at University of Toronto, Grissel is Professor of Nursing at the University of New Brunswick-Humber College Nursing program. She completed her Master of Nursing degree at Charles Sturt University, Australia. Grissel published her first study on the complexities of nursing care for patients with anti-NMDAR encephalitis in 2019 and is currently working on her second publication on a tool developed to improve peri-ictal assessments of patients in the Epilepsy Monitoring Unit at Toronto Western Hospital. She has presented this work nationally and internationally in Australia, Europe and North America. She has been inducted into the Sigma Theta Tau International Honour Society of Nursing as a nurse leader and is a Canadian Nurses Foundation Scholar.



Adam Webster, RN, Administrator on Site (AOS), Toronto Western Hospital

Adam Webster is the 2023 Bolton Nursing Scholarship winner. After joining UHN in 2016, Adam held a number of roles including Constant Observer and a member of the Nursing Resource Team (NRT). In 2018, he joined the Toronto Western Hospital Emergency Department team. Recently, Adam was selected to participate in a six-month internship at UHN with the Medical Assistance in Dying (MAID) Program. Under the mentorship of the full-time Clinical Nurse Specialist, Adam had the opportunity to work closely with patients and families through their MAID journey. Currently an Administrator on Site at Toronto Western Hospital, Adam is pursuing his Master of Nursing degree with the University of New Brunswick. He hopes to focus his thesis on vulnerable populations in acute care settings.





Claire Kelly, RN, Princess Margaret Cancer Centre

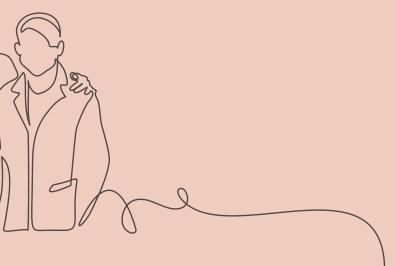
Claire Kelly is a registered nurse in the Wharton Head and Neck Clinic at Princess Margaret Cancer Centre. She is a 2022-2023 recipient of the Pamela Savage CAP Innovation Fellowship. Her project reduced patient wait times for gastrostomy tube removals by training her fellow nurses to remove these temporary tubes. "Being at UHN has allowed me to have an active role in practice change as a staff registered nurse. On the front lines, nurses can often diagnose a hospital systems issue, but must rely on leadership to solve such concerns," says Claire. "The CAP Innovation Fellowship allowed me to solve an issue I saw impacting patient care – long wait times for gastrostomy tube removals for head and neck cancer patients. This fellowship guided me to solve my concern, while teaching me how to complete a quality improvement initiative."

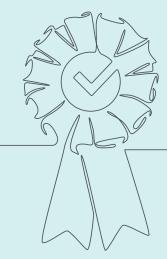


Madelaine Winsor, RN Toronto General Hospital

Madelaine Winsor has worked in Surgical Oncology at Toronto General since 2020. Her interest in quality improvement within the nursing profession led her to take part in the CAP Fellowship program. She is a Sprott Surgery Fellowship recipient for 2022-2023 through which she led a project on falls management in an acute setting.

"The CAP Innovation Fellowship allows you to choose an area that you're passionate about, or where you see a gap in practice on your unit, and lead a quality improvement project," she says. "For me, the CAP Fellowship was an amazing experience and I try to recommend it to everyone I can."





Annual UHN Nursing Awards 2022/23

The Annual Nursing & Health Professions Staff Scholarships & Awards

The Annual Nursing and Health Professions Staff Scholarships and Awards allow UHN staff, donors and friends to come together to recognize UHN's phenomenal nursing and health professions staff and the role they play in transforming patient-centred care.

Congratulations to the 2023 Nursing Winners

The Alumnae Association of the School of Nursing TGH Scholarship for Excellence at TGH

· Emy Abinal

The Michael R. Applin Nursing Award for Excellence in Transplant, Innovation and Compassionate Care Leadership

Katie McEwan

Anne-Marie H. Applin Nursing Award

Meagan Kennedy

Associated Medical Services Recognition Award for Exemplary End-of-Life Care

Sarah Folias

Elizabeth S. Barford Education Award for Neuroscience Nursing

 Amhara Duncan-Lindo and Rebecca Aguiar

Orma L. Benson Memorial Scholarship

Tennille Downey

Bennett Nursing Scholarship Award

· Tenzin Yeshi

TR Bennett Emerging Nursing Leaders Award

Janice Lin

Bolton Nursing Scholarship

Adam Wehster

Janine Boston Award for Nursing Excellence

Tram Nguyen

Kathleen Butcher Scholarship

Gabriela Belovska

Yau-Fong Cheung Scholarship

· Terrance T.J. McBean

Jack Connell Neurosurgical Scholarship

· Rina Jeong

Frances Falconer Nursing Scholarship

Tricia Williams

Mary Ferguson-Paré Prize for Innovation in Nursing

· Elizabeth Lee

Mary Ferguson-Paré Research Award for Nursing

Grissel Crasto

The Frank Gerstein Charitable Foundation Fellowship at the York/ UHN Nursing Academy

Josephine Li

Evelyn Hall Education Award

· Shannon Wright

Lichtblau Nursing Scholarship

· Julia Raleigh and Michelle Nguyen

Tecla Lin Nursing Award

Hidat Mosa

John Locke Churchill Scholarship

 Adrianne Aaron, Michelle Antionio, Tenzin Nguyen Khando and Lindsay Love

John Maddigan Nursing Award

· Tenzin Namgyal

Dr. Marie Louise Murphy Medical Education Award

Alicia Jones

Nursing & Professional Services Staff Scholarship

 Carolyn Dol and Jasmine Wen-Yao Chen

Ginat Shleifer Scholarship for New Graduates

· Vishwa Acharya

The Jill Smirnis Award for Outstanding Patient Care in Emergency Service

Maria Canagasuriam

The Jill Smirnis Award for Excellence in Cardiology Nursing

Kimberly Liew

Ilse Tacoma Nursing Award Scholarship

Mike Daryl Chan Li and Inas Mumin

Cathy Valenti Nursing Award

Vickneswary Moorthy

Betty Watt Prize for Courageous Leadership in Nursing

Tenzin Namgyal

The 2023 Krembil Nursing Awards and Scholarships

These awards have generously supported Toronto Western Hospital since 2004 to influence and shape nursing practice, improve patient care and enhance health outcomes through the empowerment of frontline nurses.

Congratulations to the 2023 Winners

- · Emma Bingham and Tejaswini Bhayee
- · Eva Gross and Tejaswini Bhayee
- · Isabelle Chong and Francesca Perna
- · Justin Andrew and Daniella DiGiuseppe
- · Zareen Tasneem and Brooke Benatar
- · Amy Nauta and Mary Nguyen
- · Mariyam Bajwa and Shanyne McGhie
- · Andrew Barrett and Berjae Officer
- Shelby Taylor and Maria Cruz
- Grace Icoy and Camille Arroyo
- · Halime Aboubakar and Eric Johnson
- Kimberly Wong and Tenzin Yega

Krembil Nursing Scholarship Recipients

- Victoria Bains
- · Mike Daryl Chan Li
- · Kimberly Liew
- · Inas Mumin
- Tram Nguyen
- Cheryl Peters
- Tricia Williams

The Annual Sopman Humanitarian Award Winners

Unique to UHN, the Sopman Humanitarian Awards were established by the Sopman family to recognize emerging nurses, physicians, and surgeons who, in addition to their academic and clinical excellence, have demonstrated profound compassion toward their patients and colleagues.

Congratulations to the 2023 nursing recipients

- · Sophia Vetro
- Lina Nuyen
- · Abbey Hudecki

UHN Celebrates 20th Annual Oncology Nursing Day

Oncology Nursing Day was established 20 years ago to celebrate the incredible role oncology nurses play in our national health care system. All oncology nurses across UHN provide exceptional care, demonstrate leadership in cancer education and participate in quality and research-based initiatives. UHN's oncology nurses are trailblazers of oncology care across diverse populations.

Congratulations to the 2023 Winners

The Rising Star Oncology Nursing Award

· Levine Alveza, Acute Palliative Care Unit

The Michael Kamin Hart Award of Excellence in **Adolescent and Young Adults**

· Kestral Danzmann, Inpatient Malignant Hematology

The 90/10 Professional Development Project Award

· Monica Ku, GI Clinics

The Award of Excellence in Nursing Preceptorship/ Mentorship/Teaching Award

· Claudia Grande, APNE for Solid Tumour Malignancies, Short Stay and Palliative Care

The Rose Dean Essence of Oncology Nursing Award

 Catherine Bergman, Surgical Oncology Unit at TGH and Jocelyn Brown, CNS in Pain and Palliative Care

Pictured L to R: Brenda Perkins Meingast, Claudia Grande, Kestral Danzmann, Jocelyn Brown, Monica Ku, Lucy Chan, Vanessa Reali, Catherine Bergman, Pam Hubley, Kristina Laborde, Anet Julius.



The CAP Fellowship Program

The Collaborative Academic Practice Innovation Fellowship Program (CAP) offers participants opportunities to gain experience leading change while engaging in ongoing dialogue and learning about leadership, quality improvement and change management. We are pleased to recognize our 2022-23 nursing fellowship recipients.

Annie CAP Fellowship

 Helena Buchan, Registered Nurse, Emergency Department – TW

Joey & Toby Tanenbaum Fellowship

 Aivan Chau, Registered Nurse, General Internal Medicine – TG

Joint Department of Medical Imaging (JDMI) CAP Fellowship

Jonathan Mick, Registered Nurse,
 Medical Imaging- Angio Interventional – TW

Pamela Savage CAP Fellowship

 Claire Kelly, Registered Nurse, Ambulatory Clinic-Wharton Head and Neck Clinic – PM

Scott McIntaggart Transplant Fellowship

 Pei Xuan (Rachel) Chen, Registered Nurse, Multi-Organ Transplant – TG

Sprott Surgery Fellowship

• Ivana Alilovic, Registered Nurse, Operating Room - TW

Sprott Surgery Fellowship

 Madelaine Winsor, Registered Nurse, Surgical Oncology – TG





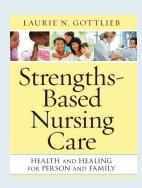
INSPIRE: Designing Our Future

UHN's new five-year Nursing Strategy aims to empower nurses to thrive and grow in their work today and into the future. Developed in collaboration with a diverse group of nurses from across UHN, the Nursing Strategy recognizes that nurses' innovation, leadership and professional expertise in many diverse roles and teams is critical to the future of health care.



Oncology Nursing Research Centre of Excellence Annual Report

The Oncology Nursing Research Centre of Excellence opened this year at Princess Margaret Cancer Centre. Their report celebrates accomplishments from 2020 to 2022, highlighting the breadth of oncology research.



Strengths-Based Nursing Book Club

This club provides a forum for nurse leaders to socialize strengths-based nursing care concepts and content. The group chooses a book to review chapter by chapter, with rotating leadership to facilitate conversation. Strengths-Based Nursing Care: Health and Healing for the Person and Family, by Laurie N. Gottleib, was the first book.



Power of an Hour

Nurses from across UHN come together in an open forum to discuss and discover common threads across different groups and programs, in conversation with Pam Hubley.

The group recently welcomed Denise Bryant-Lukosius, Professor of Nursing, McMaster University.



UHN Nursing Speaker Series

For nurses, by nurses, the UHN Nursing Speaker Series began in 2022 and has grown in 2023. The intention of the series is to make more visible the important work of nursing, highlight the excellent nursing teams at UHN, and rebuild a collective sense of nursing identity



Nursing Week 2023

UHN nurses topped the "nominate a nursing hero" feature in Hospital News, with Donna Pilon placing first and gracing the cover, Catherine Purcell placing third and Jacqueline Cooper and Lori Taylor receiving honourable mentions. UHN marked Nursing Week with a celebratory video, a photo essay project, a unit video competition and leadership panel discussions.

What's Up Next?

Join us! The Inaugural Krembil UHN International Nursing Conference – Nov. 2, 2023

Hosted by UHN Nursing at the Beanfield Centre in Toronto, the conference will highlight nursing innovation, quality improvement, scholarship and change leadership. It is an opportunity to thank nurses for their amazing contributions and professional accomplishments.

Hear from these amazing speakers:

- · Jennifer Botterill, Olympian and Network Sports Announcer
- · Dr. Leigh Chapman, Chief Nursing Officer of Canada
- Dawn Googoo, Mi'Kmaw Registered Nurse from We'koqma'q First Nation
- Dr. Margot Latimer, Dalhousie Professor, Indigenous Health Chair in Nursing
- Dr. Sandra Davidson, Dean, Faculty of Nursing, University of Calgary
- Dr. Tracie Risling, Faculty of Nursing, University of Calgary
 & President of the Canadian Nursing Informatics Association



Coming in 2024: Daisy Awards

Another opportunity to acknowledge the outstanding work of UHN nurses is in the works. The Daisy Awards will recognize nursing excellence starting in 2024. Stay tuned for more information!



IN MEMORY OF J. PATRICK BARNES



#ThisIsNursingatUHN

UHN Nursing on Social Media

Nurses across all programs are being featured in UHN social media posts to highlight nursing at UHN, demonstrate the variety of nursing roles and to promote the essential part nurses play in providing excellent patient care.





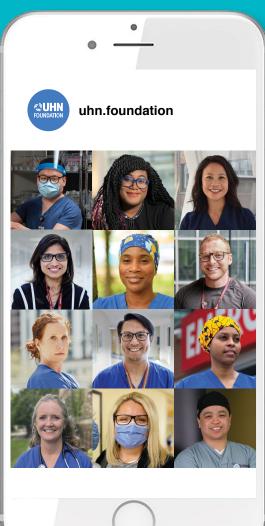


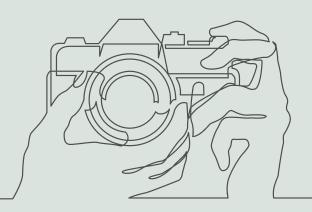
Photo: Derek Shapton



UHN Nursing Photo Essay Project

Nurses enthusiastically took part in a one-of-a-kind photo shoot this spring. UHN was fortunate to work with renowned photographer Derek Shapton who beautifully captured our nurses in solo portraits and group shots as they carried out the excellent work they do every day to support patients and families.

A small sample of the photos are featured on the UHN website (nursing section) and more will be on display through a rotating photo exhibit at UHN in November and December. Watch for updates at UHN.ca.



UHN Nursing Academic Accomplishments

Scholarship is an important aspect of professional nursing practice. It highlights the value of discovery and knowledge creation through research, the value of applied leading practices emerging from quality improvement and research findings, and the value of continuous learning and growth oriented to being better and doing better within the practice of nursing. Scholarship inspires, encourages and stimulates us to learn more and improve what we do as nurses. It is a part of a nursing career devoted to improving patient outcomes, regardless of the role you hold. UHN nurses have led some extraordinary research projects this year and we are proud to showcase some of their work on a national and international scale. Please visit the link to our website for a full listing. https://www.uhn.ca/nursing-research

Academics by the Numbers

CONFERENCE PRESENTATIONS/POSTERS AND INVITED SPEAKING ENGAGEMENTS (NATIONAL/INTERNATIONAL)

55

PEER-REVIEWED PUBLICATIONS: JOURNAL ARTICLES AND BOOK CHAPTERS

51

TOTAL GRANT FUNDING

\$1,976,475

UHN Nursing By the Numbers

TOTAL NURSES (REGISTERED NURSES, REGISTERED PRACTICAL NURSES, NURSE PRACTITIONERS UNION AND NON-UNION)

4519

TOTAL REGISTERED NURSES (UNION AND NON-UNION)

3655

TOTAL REGISTERED PRACTICAL NURSES (UNION AND NON-UNION)

724

TOTAL NURSE PRACTITIONERS

140

ADVANCE PRACTICE NURSE EDUCATORS

52

CLINICAL NURSE SPECIALISTS

55

CHAIRS IN NURSING

2

CLINICAL NURSE MANAGERS

60

PATIENT CARE COORDINATORS

50



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