

The Ottawa Hospital

Nursing Annual Report 2023



Driving excellence: Nurturing compassionate care at The Ottawa Hospital

Welcome to TOH's 2023 Nursing Annual Report

*A message from Suzanne Madore, Chief Operating Officer and
Chief Nursing Executive*

As we embark on another year of serving our community with excellence in patient care, we are pleased to present to you The Ottawa Hospital's 2023 Annual Nursing Report. This report stands as a testament to the dedication, compassion, and commitment of our nursing staff in providing exceptional care to our patients and their families.

In the dynamic landscape of health care, nurses play a critical role in ensuring the delivery of high-quality, patient-centered care. Their expertise, tireless efforts and empathetic approach are the cornerstones of our organization's success in meeting the evolving needs of our diverse patient population.



The 2023 report highlights the achievements, milestones, and innovations within our nursing team. From implementing evidence-based practices to enhancing patient safety protocols, our nurses continue to drive positive outcomes and advance the standard of care across all specialties and units.

Also, in the face of unprecedented challenges, our nursing team has demonstrated resilience, adaptability and professionalism. Particularly noteworthy was their response to a significant fire event in October, which posed unforeseen challenges to our operations. Their courage

and selflessness serve as a profound inspiration to us all, reinforcing our collective commitment to serving our community with compassion and excellence.

As we reflect on the accomplishments of the past year and anticipate the opportunities and challenges ahead, we extend our sincere appreciation to each and every member of our nursing staff. Your dedication, expertise and passion for nursing are crucial in shaping the future of health care at The Ottawa Hospital.

We invite you to explore this report and join us in celebrating the remarkable contributions of our nursing team. Together, we will continue to strive for excellence and innovation in nursing practice, with the goal of improving patient outcomes and enhancing the overall health-care experience for all those we serve.

Thank you for your continued support and collaboration as we strive to achieve our vision of delivering world-class care, exceptional service, and compassion to each patient, as we would want for our loved ones.

Meet the Heartbeat of The Ottawa Hospital: Our Nursing Team

Welcome to the annual nursing report, where we celebrate the outstanding accomplishments, innovations, and dedication of our nursing staff at The Ottawa Hospital (TOH) throughout 2023. As one of Canada's premier academic health sciences centers, TOH serves as a cornerstone of healthcare excellence, catering to a diverse population spanning the Ottawa region and beyond. Our nursing team, comprising over 4,000 registered nurses, registered practical nurses, nurse practitioners, and advanced practice nurses, embodies the core values of compassion, patient-centered care, and evidence-based practices. They are the heartbeat of TOH, tirelessly providing exceptional care and support to our patients every day.

In 2023, our nursing team made a tremendous impact across various clinical settings and specialties, handling over 1.3 million patient visits and providing care in 1,188

beds across 61 units. But our nurses' commitment to their patients extends far beyond their daily duties. They are constantly striving to improve their knowledge and skills, actively engaging in education, research, and professional development. In 2023 alone, 75 nurses furthered their education by completing a degree, diploma, or certificate program, while 43 received a research grant, fellowship, or award. Our nurses' expertise is also widely recognized, with 67 publishing their work in peer-reviewed journals or books, and 132 presenting their work at local, national, or international conferences. Additionally, 11 nurses received a nursing bursary from The Ottawa Hospital Foundation.

These accomplishments are a testament to the dedication, passion, and expertise of our nursing team. They are truly the heartbeat of TOH, and we are proud to have them as part of our family.



Nursing retention and morale survey

The nurse-per-capita ratio has been in steady decline in Ontario since 2014. In 2020, the province of Ontario had the lowest nurse-per capita ratio in Canada, with 665 RNs for every 100,000 people. The COVID-19 pandemic has only exacerbated staffing challenges in hospitals across the province. Hospital occupancy, patient acuity, ALC rates and inpatient length of stay have all increased through the waves of this pandemic. Furthermore, RN vacancies in our region currently sit at 16 per cent (1,408 vacancies total). TOH accounts for approximately 58 per cent of all vacancies in the region, with a vacancy rate of 15 per cent.

In March 2022, TOH's Corporate Nursing Clinical Practice Committee (CNCPC) disseminated a survey to all TOH front-line clinical nurses. The goal of the survey was to gather feedback from front-line nurses regarding retention and morale. The target audience was front-line clinical nurses, and at the time the survey was disseminated, TOH had 3,462 front-line clinical nurses. A total of 1,133 responses were received, equaling a 33 per cent response rate.

Here are the survey results

Who completed the survey?

Corporately, there were 1,133 respondents, of which 100 were from the Cancer Service Line.

Here are some stats with respect to the Cancer Service Line respondents:

48%

had more than **10 years** of experience as a nurse.

55%

had more than **10 years** of service at TOH.

We were particularly interested in hearing directly from novice nurses (18 months or less experience as a nurse) about some key retention indicators:

75%

agree or strongly agree they are transitioning well into practice.

54%

agree or strongly agree orientation was adequate for their needs.

87%

agree or strongly agree they feel a part of the team on their unit.

Suggestions for improvement

Novice nurses provided suggestions for TOH to better support transition into practice, including the following:

- Improved orientation
- More buddy shifts
- Additional resource information
- Enhanced formal support

Morale

The survey addressed morale, a critical factor in retention, with respondents rating personal and unit morale on a Likert scale.

Results showed the following:

36%

indicated their **personal morale** was good, very good or excellent.

21%

indicated **unit morale** was good, very good or excellent.

Top factors that affect morale

1 Workload

2 Staffing resources

3 Scheduling

Workplace satisfaction

Nurses reported highest satisfaction with teamwork and colleague support and the support and encouragement received from their manager.

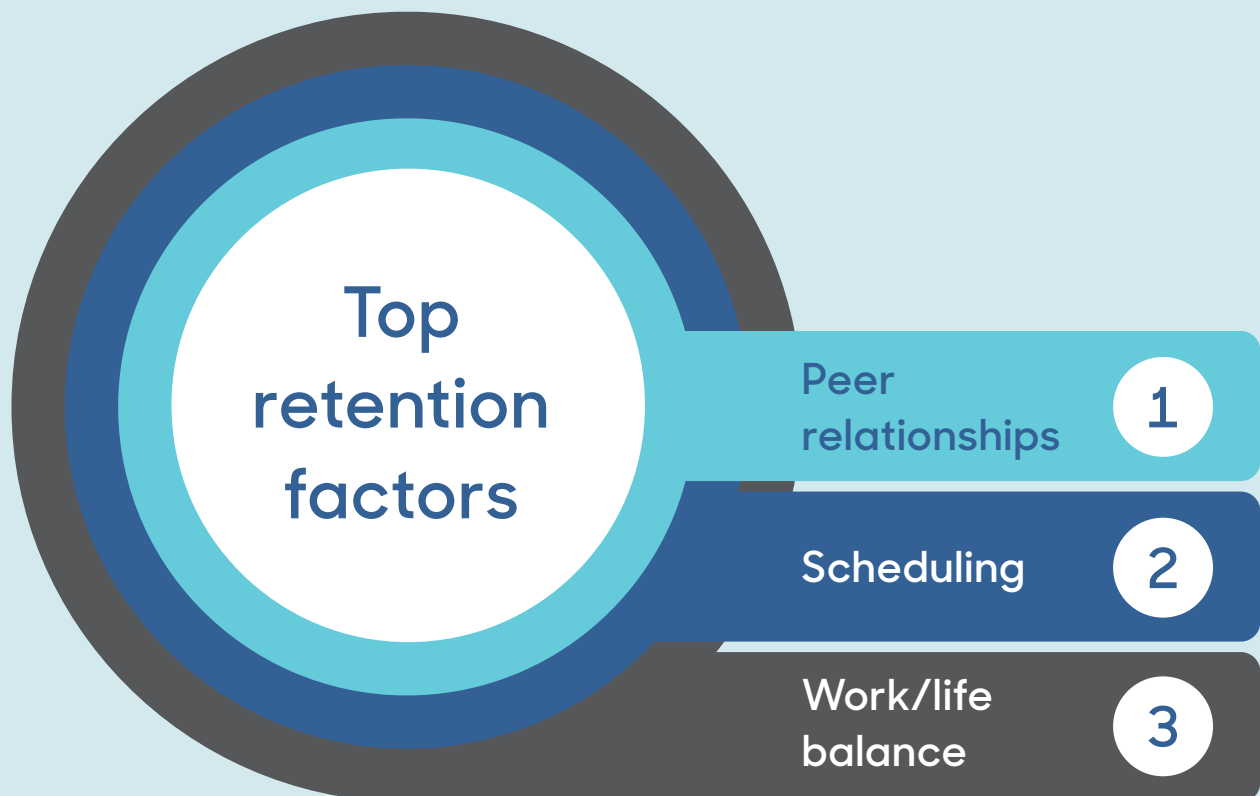
Perception of value and turnover intention

Nurses were asked to indicate how much they agreed with the following statements:

Statement	% Agree/ Strongly Agree
I feel valued in my role at TOH	17.4%
I feel recognized for a job well done	17.2%
I feel I make a difference in the care I provide to patients at TOH	74.7%
I am planning on staying on my unit/ in my role for the next six months	50.8%
I am planning on staying at TOH for the next six months	57.9%

Retention

We also asked nurses which factors most influence them to leave their unit:



Strategies

We developed strategies based on the amazing feedback provided in the survey:

- Visible leadership and communication include ongoing engagement, focus groups and senior leadership walkabouts.
- Support for nurses related to Bill 124 including advocacy through OHA and CNE advisory table.
- Decreased workload and shortages including back-to-basics strategy and increased support on unit.
- Scheduling/vacation improvement including models of care.
- Financial incentives such as parking opportunities and educational opportunities.
- Epic focus groups including Epic improvements and optimizations.
- Clinical nurse experts, clinical coaches and Nursing Unit Council.
- Orientation and review of current structure.



THANK YOU NURSING HEROES.

1-833-758-0021

Recruitment campaign

In September 2023, TOH partnered with Berners Bowie Lee, a renowned ad agency, to launch an innovative digital recruitment campaign aimed at revolutionizing nursing recruitment strategies. Our objective was clear: to reignite nurses' passion for their careers while positioning TOH as the premier destination for professional growth and excellence in nursing.

The campaign began with an attention-grabbing wild postering initiative, leading individuals to a bespoke web platform and hotline titled "Opportunity Calls for Nurses." Leveraging Berners Bowie Lee's expertise, we deployed a targeted, multi-week campaign across various channels to engage nurses, nursing students and internationally educated nurses in Ottawa and beyond.

Through these platforms, individuals could explore the diverse opportunities at TOH, connect with advisors, or directly apply for nursing roles on TOH's website. This initiative underscores TOH's unwavering commitment to attracting top talent and fostering professional development, ultimately enhancing patient care through a skilled nursing workforce.

We received numerous inquiries through the hotline and various applicants to our job postings linked to this campaign, predominantly experienced nurses and a few pending students awaiting licensure. The images below depict our call to action and an open letter to nurses, inviting them to explore [Opportunitycalls.ca](https://www.opportunitycalls.ca) or call the hotline to discover the career pathways available at TOH.

Celebrating Nurse Leaders

Susan Leach

Executive Director and
Deputy Chief Nurse Executive

After a dynamic nursing career of 36 years, I have been given the opportunity to be the Deputy Chief Nursing Executive in the hospital where I started my career. I am so proud to be a Nurse and to have been given this opportunity to partner with our nurses to transform the healthcare system and elevate our profession. I have held many exciting and challenging nursing positions and now my role is to lead leaders and create the environment where great people can do their best work of providing high quality and safe patient care. I pride myself on developing relationships of trust through compassionate, intentional leadership. Every day I am humbled by the examples of compassion, competence and caring of our nurses.





Janet Graham

Clinical Director

Janet Graham is a nurse and a leader who has held a wide variety of positions over her more than 30 year career at The Ottawa Hospital. Some of these positions have included beside nursing, roles supporting clinical research, Advanced Practice Nursing, Clinical Director and both Regional and Provincial Director roles. Although she has worked in many different specialty areas with many Teams of Professionals, Janet has had the wonderful opportunity to develop a strong expertise in caring for patients living with chronic kidney disease. As the Regional Director of Nephrology at The Ottawa Hospital and the Chair of the Canadian Association of Nephrology Administrators, Janet works at a Regional, Provincial and National level to support and advocate for the highest quality of care possible for this patient population. Janet sees herself as a life time learner with a huge passion to contribute in any way that she can to help improve the lives of all patients and their families.

Katelynn Carroll

Clinical Manager

As a dedicated clinical manager at TOH, I've had the privilege of witnessing the remarkable dedication and compassion of our nurses and healthcare professionals firsthand. Throughout my journey, I've come to deeply value the unwavering commitment and tireless efforts of my staff. They are the true stars of our unit, embodying resilience and empathy in every interaction. My mission is not only to lead but also to inspire, fostering an environment where each team member feels empowered to excel. Together, we strive to provide exceptional care, knowing that our collective efforts make a difference in the lives of those we look after.





Marjorie Bowman

Advanced Practice Nurse

Marjorie Bowman started her nursing career as a bedside nurse in the TOH Neuroscience Observation Unit 30 years ago. When looking for a new challenge she accepted a research coordinator position at OHRI and coordinated a clinical trial studying stem cell transplants in patients with aggressive multiple sclerosis. This position led to many new challenges, learning opportunities and achievements. It also inspired her to go back to school and complete her MScNursing at University of Ottawa. Marjorie is now an advanced practice nurse and manager of the MS and Neurology clinics at the General Campus. "I'm proud of my neuroscience nursing career and grateful to TOH and OHRI for incredible opportunities. I encourage nurses to take pride in their valuable work, continue learning, look for new challenges if feeling the need for a change and connect with leaders.

Nursing accomplishments and recognition

TOH nurses have also demonstrated their excellence and leadership in various domains of nursing practice, education, research and innovation. Some of the notable accomplishments and recognition of TOH nurses in 2023 include the following:

- Five nurses recognized for regional, provincial, national or international awards.
- Twenty-seven nurses recognized for conference presentations/posters and speaking engagements.
- Six nurses recognized for peer-reviewed publications, journal articles and book chapters.
- Eleven nurses received nursing bursaries.
- Ward B won the Patient and Family Nominated Team Award for their empathy, nobility, compassion and grace.
- Nursing Professional Practice conducted the first-ever TOH Epic workshop to train and support Epic champions on inpatient units.



"The empathy, nobility, compassion, and grace exhibited by Ward B's team facilitated my healing." – Patient who nominated Ward B for the Patient and Family Nominated Team Award.

2023 Canadian Nurses Foundation Gala

The Canadian Nurses Foundation Gala, held on November 2 at the National Arts Centre, stands as a testament to our commitment to advancing nursing knowledge and research while honouring the excellence of Canada's nurses. "The Night Shift Gala" focused on fundraising efforts to bolster recruitment and mental health support programs for our invaluable nursing staff. It was heartening to see over 50 nurses from TOH in attendance, reaffirming our collective dedication to the profession.



24th Annual Nursing Recognition Ceremony

On November 29, 2023, the Infinity Centre played host to the 24th Annual Nursing Recognition Ceremony, drawing a crowd of over 150 attendees. This cherished event serves as a beacon of appreciation for the tireless efforts and continuous growth of our nursing community. In 2023, we celebrated the achievements of over 75 nurses, ranging from securing research grants and publishing works to advancing their education and presenting at prestigious conferences.

Notably, our ceremony included the announcement of 11 deserving nursing bursary recipients and the presentation of both individual and team nursing awards. It was particularly heartening to witness a significant increase in peer-nominated individual awards, with 43 nurses recognized for their exceptional dedication and compassion. Additionally, 12 outstanding units were nominated by patients and families for the Esteemed Team Award, underscoring the profound impact of collaborative care.





Every year, we celebrate National Nursing Week in May to honour the invaluable contributions of our nursing staff to the health and well-being of our patients and community. The theme of National Nursing Week was "We Answer the Call," reflecting the courage, resilience and dedication of nurses in the face of the COVID-19 pandemic and beyond.

As part of the National Nursing Week festivities, we hosted a virtual Professional Practice Day on May 12, coinciding with International Nurses Day and the birthday of Florence Nightingale. The event featured keynote speakers, panel discussions and breakout sessions on various

topics related to nursing practice, research, education and leadership. Over 300 nurses participated in the event, which also showcased the research and quality improvement projects of our nurses through poster presentations.

The event was a great opportunity to learn from each other, share best practices and celebrate the achievements of our nursing colleagues. We would like to thank all the organizers, speakers, presenters and attendees for making this event a success.

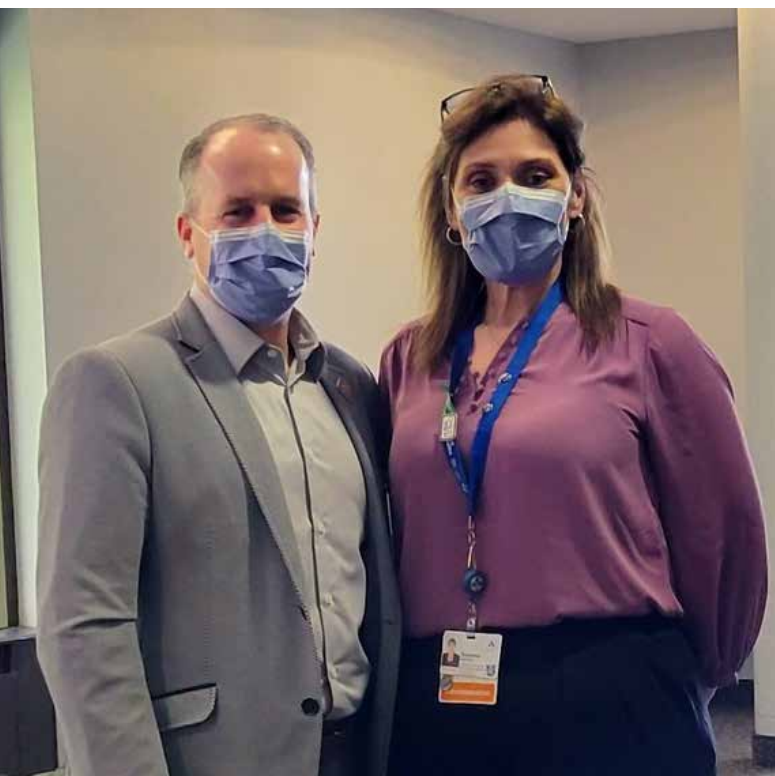
Nursing Professional Development Day

The annual Nursing Professional Development Day to celebrate National Nursing Week was held in person for the first time in over four years on May 9, 2023. This full-day event showcased TOH nurses' contributions to quality patient care and gave nursing leaders an opportunity to dialogue and learn from their peers.

Members from the Corporate Nursing Clinical Practice Committee (CNCPC) presented their accomplishments for 2022-2023. CNCPC has nurse representatives from units across TOH who meet to work on projects that improve work environments, nursing practice and/or patient care.

TOH Epic workshop

Nursing Professional Practice conducted the first-ever TOH Epic workshop on January 31, 2023 as part of the Epic Champion Model that was offered to our inpatient units. This program consists of a four-hour mandatory Epic Champion Training workshop and 67.5 supernumerary hours on unit as Epic champion. Twenty-three nurses from various units and educational support roles participated in the Epic workshop, which was led by TOH's Nursing Professional Practice coordinators, including a certified Principal Trainer and certified Epic Analyst. The workshop covered topics such as documentation standards, complex Epic workflows, order management, coaching and supporting novices, and Epic efficiency tips to prepare the nurses to be champions on their units. Eighteen inpatient units between the General and Civic campuses are being supported by Epic champions, whose purpose while on unit is to share Epic efficiency tips and tricks, help debunk some of the documentation myths, share new knowledge from the workshop (such as when nurses are able to clean up orders and how to do it), and support novices learning Epic and experienced nurses struggling with Epic.



Supervised Practice Experience Program (SPEP)

The Supervised Practice Experience Program (SPEP) is a joint initiative by the College of Nurses of Ontario (CNO) and Ontario Health for internationally educated nurses (IEN) who have met all other registration requirements except evidence of practice. The program offers applicants the option to complete a supervised practice experience to obtain their Ontario RN or RPN licence.

This initiative is currently coordinated by Nursing Professional Practice and is continuing to grow at TOH, with the most recent numbers listed below. Feedback from participants has been very positive, indicating that this experience enabled them to meet their goals as IEN learners and become fully registered to practice as nurses.

Year	Number of SPEPs who completed program	% SPEP for RN	Total number SPEP hired	% Hired	% Internal hired	% External hired	% RN hired	% RPN hired
2022	57	75%	42	74%	100%	64%	74%	71%
2023	76	84%	55	72%	81%	69%	76%	58%
2024	4	75%	2	50%	N/A	50%	67%	0%
Overall	137	80%	99	72%	89%	66%	75%	63%

Some of the testimonials from SPEP participants include the following:

"I'm a Registered Nurse from India with a 5-year gap in nursing practice. After receiving eligibility for the RPN SPEP, I contacted TOH's coordinator. Despite my concerns about the gap, I received exceptional support from my coordinator, educator, manager, and colleagues. Their guidance made my SPEP journey fulfilling, affirming that TOH was the right choice. I'm grateful to TOH for enabling my dream of nursing in Canada."

"As an Internationally Educated Nurse from the Philippines, I joined the SPEP and NGG program. Starting in the Transitional Care Unit, I felt anxious and unfamiliar with Canada's healthcare system. With the help and encouragement of my preceptors and colleagues, I gained confidence in patient communication, procedures, and acute care. This experience provides practical knowledge for daily application. I'm eager for a fruitful nursing career that ensures the health and safety of my future patients."

"My mentor has been really supportive, I was able to achieve my targets and be able to practice varied of nursing techniques."

"Developing my confidence under mentor guidance and support, my mentor has been amazing and encouraging throughout the whole process and reinforces teaching whenever needed, I feel supported on the unit."



New Graduate Guarantee program (NGG)

The NGG program is a Ministry of Health and Long-Term Care initiative that provides every new nursing graduate who wants to work in Ontario with the opportunity to be hired into a full-time position. The program supports the transition of new graduate nurses (NGNs) into the workforce by providing them with a comprehensive orientation, a preceptorship experience and ongoing professional development and mentorship. The NGG program at TOH is coordinated by Nursing Professional Practice and has supported many NGNs to successfully integrate into various clinical areas.

Some of the testimonials from NGG participants include the following:

"The process in the beginning was overwhelming, however, my mentor was very patient and knowledgeable enough to teach what the things I need to know and do for the shift and encourages me to make my own decisions, make a timeline of my own for my shift to be smooth. My educator was very accommodating with all of my questions and the things that I needed to know and suggest techniques that I can use during my transition, hence, transition was not quite a difficult for me."

"My mentor has been really supportive, I was able to achieve my targets and be able to practice varied of nursing techniques."

"Developing my confidence under mentor guidance and support, my mentor has been amazing and encouraging throughout the whole process and reinforces teaching whenever needed , I feel supported on the unit."

Innovative roles to support nursing practice

In addition to the SPEP and NGG program, Nursing Professional Practice has also developed and implemented innovative roles to support nursing practice and professional development. These roles include Clinical Scholars and Clinical Coaches, who provide mentorship and coaching to novice nurses in various clinical areas.

Clinical Scholar program

The Clinical Scholar program, generously funded by the Ministry, offers a unique opportunity for seasoned nurses to mentor and guide new graduates, internationally educated nurses (IENs), and those seeking to advance their skills. With a focus on the Emergency Department (ED), Intensive Care Unit (ICU), and Operating Rooms (ORs) across both the General and Civic campuses, six Clinical Scholar positions have been established.

These dedicated Clinical Scholars convene weekly with facilitators from Nursing Professional Practice and Nursing Education to review progress and address any challenges encountered along the way. Since its inception, the Clinical Scholars have provided invaluable support to approximately 352 novice nurses by bridging essential learning gaps.

Here's a testimonial from one of our Clinical Scholars:

"Introducing this program was a pivotal move in recognizing the learning needs of new nurses on our units and addressing the issue of nursing retention. Choosing the ER, ICU, and OR as the initial focus areas for this program was a strategic decision, considering their elevated nursing turnover rates and specialized nature compared to other hospital unit."

Clinical Coach program

The Clinical Coach initiative, born in 2022, has evolved significantly to meet the growing educational needs of novice nurses. Based on thorough assessments and invaluable feedback, we realized the crucial importance of providing support beyond technical skills. Enter the Clinical Coaches – a group of retired nurses keen to lend their expertise in areas like critical thinking, time management, and more. What started as a small-scale pilot project with six retired nurses has blossomed into a robust program with 14 dedicated coaches, spanning various departments at TOH.

Let's hear from one of our Clinical Coaches:

"Being part of the original Clinical Coaches team has been the pinnacle of my 46-year career. Establishing connections with new grads and international nurses in our meet-and-greet sessions creates a space for genuine learning and growth. One particular nurse, who had to leave due to family reasons, expressed immense gratitude for our program. He credits us and TOH for making him a better nurse and hopes to return in the future."

Nursing research and publications

Our nursing staff actively engages in conducting and disseminating research aimed at furthering nursing science and enhancing practice.

International Council of Nurses (ICN) Congress Presentations (July 2023):

The Nursing Professional Practice and Education team presented abstracts at the ICN Congress in Montreal.

Presentation topics included:

- Capturing the P.U.L.S.E of Nursing: Harnessing Systemic Data to Evaluate and Monitor Evolving Nursing-Care Models (Charles Mann, Lorraine Montoya, Joey Taylor, Glenn Barton)
- Program Evaluation: Supervised Practice Experience for Internationally Educated Nurses in Acute Care Work Settings (Ndolo Njie-Mokonya)

- Nursing Retention: Listening to the Voices of Our Nurses (Meghan Kelly, Trishia Jonathan, Lisa Freeman)

Glenn Barton, Director of Education and Professional Practice at TOH, commented, "Overall, it was a great networking and shared learning opportunity, with many provincial senior leaders in attendance and similar world representatives. It was fascinating to compare common issues, contribute our value towards solving these problems, and discuss possible project synergy across provinces and countries."

ICN Congress Attendees (July 2023):

- Glenn Barton, Director of Professional Practice and Education
- Lorraine Montoya, Coordinator, Nursing Professional Practice
- Ndolo Njie-Monkoya, Corporate Coordinator, Nursing Professional Practice
- Meghan Kelly, Corporate Coordinator, Nursing Professional Practice



Glenn Barton, Director of Professional Practice and Education & Lorraine Montoya, Coordinator, Nursing Professional Practice at the ICN Congress in Montreal, July 2023.



Ndolo Njie-Monkoya, Corporate Coordinator, Nursing Professional Practice at ICN Congress in Montreal, July 2023.



Meghan Kelly, Corporate Coordinator, Nursing Professional Practice at ICN Congress in Montreal, July 2023.

Poster presentations:

- Vandekemp, A., Jonathan, T., Freeman, L., Dale-Tam, J., & Graham, J. (2022, October 21). Enabling Registered Practical Nurses (RPNs) to Work to Full Scope of Practice Through Education and Training. Poster presented at The Ottawa Hospital Patient Safety Conference, Ottawa, ON, Canada.
- Dale-Tam, J., Posner, G., Menard, P., Dale, L., & Spence, N. (2023). The Rise of SBE for Healthcare Professionals in Acute Care: Striving for IPE. Poster presented at Simulation Expo 2023 (national conference), December 2023.
- Dale-Tam, J., Spence, N., & Menard, P. (2023). Meeting the Educational Gaps of New Nurses in Acute Care using a Mobile Skills and Simulation Cart. Poster presented at Simulation Expo 2023 (national interprofessional conference), December 2023.

Journal articles:

- Dale-Tam, J. (2023). Rigorous simulation design grounded in best practice reduces learner anxiety. *Evidence-Based Nursing*. Advance online publication. <https://doi.org/10.1136/ebnurs-2023-103763>
- Evans, W. K., Tammemägi, M. C., Walker, M. J., Cameron, E., Leung, Y. W., Ashton, S., de Loë, J., Doyle, W., Bornais, C., Allie, E., Alkema, K., Bravo, C. A., McGarry, C., Rey, M., Truscott, R., Darling, G., & Rabeneck, L. (2023). Integrating smoking cessation into low-dose computed tomography lung cancer screening: Results of the Ontario, Canada pilot. *Journal of Thoracic Oncology*, 18(10), 1323–1333. <https://doi.org/10.1016/j.jtho.2023.07.004>

- MacDonald, M., Cheng, C., Wang, T., McCormack, D., Kolla, G., Cahill, T. M., & Gomes, T.; Members of the Opioid Drug Observatory Lived Experience Group. (2023). Trends in varying modes of drug use in opioid toxicity deaths in Ontario from 2017 to 2021. *International Journal of Drug Policy*. Advance online publication. <https://doi.org/10.1016/j.drugpo.2023.104197>
- Ho, N., Vandyk, A., Horvath, C., Magboo Cahill, T., & O'Byrne, P. (2023). The experiences of people who use injection drugs with accessing hepatitis C testing and diagnosis in Western countries: A scoping review. *Public Health Nursing*. Advance online publication. <https://doi.org/10.1111/phn.12947>

Book chapter:

- The Simulation Educator of the Nursing Education team authored Chapter 9, "Hospital Usage," in the *Simulation in Canadian Nursing Education* textbook published in December 2023 by the Canadian Association of Schools of Nursing.

Nursing education

New nurse onboarding and orientation

Every year, the Nursing Education Team at TOH takes pride in welcoming a fresh cohort of nurses. In 2023, 769 new nurses participated in our Corporate Nursing Orientation program. Our orientation program includes presentations, simulation-based learning, and hands-on clinical practice to engage and empower our new team members. As we continue to expand our nursing workforce, our commitment to excellence remains steadfast.

Enhancing nursing support roles: Personal Support Workers

Personal Support Workers (PSWs) play a crucial role in supporting nurses with patient care. In 2021, we launched the Corporate PSW (formerly Orderly) orientation program to equip PSWs with essential knowledge and skills. By 2023, 114 PSWs had participated in the Corporate PSW Orientation program.

Additionally, an environmental scan conducted in 2023 identified opportunities to enhance PSWs' ability to support nurses with patient care. As a result, we developed the PSW Refresh program. This initiative targets PSWs who haven't undergone the initial orientation, those who completed it over a year ago, and PSWs identified by leadership as needing training on Epic usage. We are piloting this program in two units, aiming for 80 per cent participation within 6 months. Follow-up evaluations involving PSWs, managers, and analysis of NEAT data will determine the program's effectiveness and inform its further development.

Mobile Skills and Simulation Cart

Implemented in March 2023, the Mobile Skills and Simulation Cart (MSSC) serves as an invaluable resource for on-unit experiential learning, refresher education, and critical incident reviews tailored for frontline nursing staff at TOH. MSSC assists in meeting the educational needs of nurses, building their confidence and competence in delivering safe patient care, particularly in areas where practice may be less frequent. With offerings spanning six different topics, MSSC sessions are diverse and comprehensive.

As of December 2023, the MSSC has facilitated over 800 educational interactions between nurses, healthcare professionals, and the MSSC team. Remarkably, participants consistently rate the sessions at 9/10, citing key patient safety points as their main takeaways. The MSSC team has recently completed a program evaluation in late fall 2023 and is in the process of analyzing the data and preparing a manuscript for publication.



Partnerships with academic institutions to support human health resources

Nursing Education at TOH plays a pivotal role in fostering collaborative relationships with various academic institutions. We actively engage with universities and community colleges, locally and regionally, to facilitate clinical placements for nursing students. These placements offer hands-on experience, bolster patient care, and contribute to the development of our human health resource pool.

In addition, we have forged partnerships with the Department of National Defence Canada (DND) and Canadian Armed Forces, welcoming DND nurses for placements. This collaboration not only helps maintain their clinical skills but also provides valuable support to our nursing staff.

Expanding our scope, we now host Personal Support Worker (PSW) students from community colleges, demonstrating our commitment to diverse healthcare roles. Additionally, we coordinate placements for Post RN/RPN Specialty programs, Master of Science in Nursing (MScN), and Nurse Practitioner (NP) students.

By nurturing these partnerships, we enrich the learning experiences of all stakeholders involved. The table below highlights the number of students placed in 2023 across various programs:

Placement	Total Number in the year 2023
Nursing Students (BScN and PN)	1737
DND Placements	29
Post RN/RPN Specialty Program	37
MScN and NP Students	33

Continuing education for TOH nurses

At TOH we prioritize continuous learning and professional development of our nursing staff. Nursing Education Days exemplify our commitment to fostering growth and excellence within our nursing community. Our Nursing Education Days are a testament to this commitment, serving as valuable opportunities for growth and excellence within our nursing community. Led by our Advanced Practice Nurses and Nurse Educators, these sessions provide a platform for nurses to enhance their knowledge, refine their practices, and embrace new initiatives. These educational initiatives are not only instrumental in expanding our nurses' skill sets but also play a crucial role in retaining our talented workforce. In 2023, we organized 21 Education Days, with over 500 dedicated nurses actively participating.

Financial assistance programs for TOH nurses

Each year, Nursing Education reaffirms its commitment to assisting our dedicated nurses in their pursuit of continuous education. In 2023, our nursing staff achieved notable milestones in advancing their educational aspirations.

Thanks to the generous support of our donors, we disbursed a substantial \$118,340.97 to fuel these educational endeavors. These funds empower our nurses to remain at the forefront of healthcare knowledge, ensuring exceptional patient care and professional growth. The table below provides further details on the distribution of educational funds:

Educational Funding Event	Amount	Amount Paid
Bursaries	11	\$38,700.00
Partial Tuition Reimbursements	118	\$65,944.19
Conferences/Workshops/Courses	50	\$10,197.02
CNA Certifications/Recertifications	17	\$3,499.76
	TOTAL	\$118,340.97

Funding process improvement for TOH nurses

In 2023, Nursing Education initiated a project to streamline the funding application and approval process for nurses at the Ottawa Hospital. The aim is to simplify and expedite the process for accessing funds for tuition, conferences, workshops, specialty certifications, and bursaries. This project is in alignment with our organizational goals of promoting professional development and learning opportunities.

By the end of 2023, revisions to the tuition process were completed and introduced to nurses. Initial evaluation results showed that 70 per cent of users found the application process easy or very easy, and there was a 55 per cent reduction in turnaround time.

Currently, the tuition revision process is in PDSA cycle 1, where ongoing improvements are being implemented based on feedback and evaluation.

TOH nursing by the numbers

Position	Headcount
Total Nurses (Registered Nurses, Registered Practice Nurses, Nurse Practitioners Union and Non-Union)	3,905
Total Registered Nurses (Union and Non-Union)	3219
Total Registered Practical Nurse (Union and Non-Union)	650
Nurse Practitioner	36
Advanced Practice Nurse	16
Care Facilitator	62
Clinical Extern	104
Nurse Educator	63
Nurse Specialist	19



The Ottawa
Hospital

Inspired by research.
Driven by compassion.

