

2023

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2024

**UHN NURSING** ANNUAL REPORT



# Impacting Lives

## A Message from Pam Hubley, VP and Chief Nurse Executive

Welcome to UHN's 2023/24 Nursing Annual Report.

I am delighted with the progress we have made together as nurses at University Health Network. Collectively, we are progressive and vital partners in care, education and research. Since the launch of our UHN Nursing Strategic Plan in May 2023, we have been working on several initiatives to advance, strengthen and showcase the amazing and critical impact that TeamUHN Nursing is making locally, nationally and internationally.

I am so pleased to be a part of this team where the sum of our efforts is greater than any individual or single accomplishment. Together, we deliver exceptional care, teach the next generation of health providers, strengthen our own capabilities through peer support and continuous learning, and engage in scholarship and innovation. All of this makes a difference in the lives of so many.

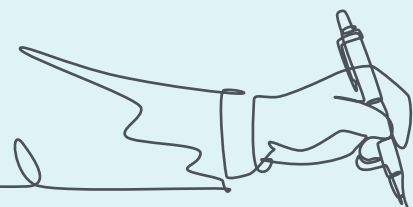
This 2023-2024 UHN Nursing Annual Report highlights and celebrates some of our amazing achievements and milestones over the past academic year. Cheers to all who have participated, leaned in and showed up as champions of leading practices in the many diverse and interdependent roles nurses hold across the enterprise.

Thank you to all of TeamUHN nurses and all colleagues who support and work with nurses to enable UHN to be a thriving workplace, a beacon of excellence and a wonderful place to have a meaningful and fulfilling career. Enjoy this report and take a moment to reflect on all we have accomplished together.

Sincerely,

Pam Hubley

VP Health Disciplines and Chief Nurse Executive



# Highlights from 2023-24

## Professional Nursing Council

UHN launched a refreshed Professional Nursing Council (PNC) structure in January 2024.

This important forum is a key component of the UHN Nursing Strategic Plan, providing an opportunity for shared governance with point-of-care nurses, enhancing the possibilities for professional development and elevating the voice of nursing at an organizational level.

The Corporate PNC meets monthly with membership from across programs, and to date has discussed issues and opportunities point-of-care nurses are seeing, as well as providing crucial input to organizational initiatives, which ensure the point-of-care perspective is incorporated into planning.

In June, the PNC announced the first two co-Chairs of the council: Kimberly McLeese, a registered nurse (RN) at the Toronto General Hospital Emergency Department, and Maja Cardinale, an RN at the Princess Margaret Cancer Centre's Ambulatory Clinics. Together with Pam Hubley, the two co-Chairs will lead the Corporate PNC and shape the future of this forum for nurses.



## Clinical Scholar Program

The Clinical Scholar (CS) program was an initiative introduced by the Ministry of Health and Long-Term Care.

It has three key components: funding roles to support new nurses at the bedside; increase retention among experienced nurses by providing them with an opportunity to engage in protected time to coach peers and undertake additional professional development opportunities; supporting the hiring of new nurses — including those transitioning into a new area of practice and completing orientation — novice nurses, and internationally educated nurses (IENs) as they move into practice.

At UHN, the CS program launched in October of 2023, with four full-time equivalents across eight units. In the first eight months, the clinical scholars reported 5,935 interactions, which varied in duration depending on the type of support provided and focused on at-the-elbow support. Such things as coaching of technical skills, verbal instruction and support in decision-making or prioritization made up approximately 41 percent of all interactions.

The success of the program at UHN is measured not only through these reported interactions but also the positive testimonials shared by clinical scholars and frontline staff. One frontline staff member said coaches were “available to me to help when I had a new admission on the unit. It helped me feel less anxious and more confident to take care of the patient. The coach was very patient, open, and knowledgeable.” Another said, “the coach creates a peer relationship, almost like a therapeutic relationship, with the new RNs. This positive relationship is a safe place to ask questions and gives them the confidence to do things for the first time; first CT/MRI, first code, first end-of-life experience. You do not learn this stuff in school or by doing it once; there are too many details and nuances.”

Such sentiments are also shared by the clinical scholars. Nadine Louis, a registered practical nurse (RPN) at UHN for 10 years, took on the key role as the only CS in Complex Continuing Care at Toronto Rehab, Bickle Centre in fall of 2023. She supports her peers by offering in-the-moment clinical education as they continue their early-career journey, and enjoys providing patient-centered care and making a tangible and positive impact.



*“I love teaching and making people feel comfortable. I have been told I have a special way with others by taking time to understand them, making a connection and being calm and respectful. This is how I would want to be taught. I would want to feel welcome. I have seen the impact of the CS program on the nurses and IENs I am helping. They say they feel more confident and safe to maintain that competent practice. That’s really gratifying.” – NADINE, RPN*

The positive results of the CS program is also not lost on UHN’s patients and families. Clinical scholars in the MSICU at Toronto General Hospital report “families and patients see us checking on each other, asking questions and working as a team. It builds trust and faith that we are looking at every aspect of care and open to hearing their questions and feedback too.”

It’s clear that in a short time, the UHN CS program has been very successful and impactful for all involved.

## UHN’s continuous effort and commitment to support IENs in their transition to nursing practice in Canada

The Supervised Practice Experience Partnership (SPEP) program is a collaboration between UHN, the Ministry of Health and Long-Term Care, and the College of Nurses of Ontario.

It supports internationally educated nurses (IENs) and non-practicing class individuals in fulfilling their nursing practice requirements in the province. Since its launch in 2022, UHN has supported 155 SPEP applicants, with 110 — 71 percent — joining the organization after completing the program.

In March 2024, UHN’s first SPEP Community of Practice event was held, with all applicants invited. It’s a space where SPEP learners come together for education, to share experiences and build relationships. Topics discussed included strategies for knowledge dissemination, tool and resource needs, and experiences integrating into the clinical setting.

New this year, the SPEP Learner Orientation Day aims to facilitate the transition of IENs to nursing practice in Ontario and UHN. It provides IENs with a comprehensive overview and practical skills training on core nursing competencies, such as the transfer of accountability, escalation of care, diagnostic reasoning and critical thinking skills, head-to-toe assessment, safe medication practice, and much more. The orientation also aims to support them in promoting effective communication, patient-centered care, and interdisciplinary collaboration while gaining knowledge and skills to enhance their nursing practice.

Feedback for the Learner Orientation Day has been extremely positive, with participants saying they gained confidence in performing various nursing skills with minimal consultation. With the completion of SPEP hours, their confidence in practicing independently in the Ontario setting increased further.

“I feel blessed to have had the opportunity to complete my SPEP with UHN,” one SPEP learner said. “I always received help, resources, and guidance to support my learning. Orientation was the best preparation for the transition into the Canadian nursing profession, and I am grateful for it.”

Another learner remarked: “The overall program helped me understand and learn key things to be successful at the bedside, and equipped me with the required documentation as seen in practical settings.”

UHN’s SPEP program is aligned with the UHN Nursing Strategies of Adapt & Transform, Develop & Grow, and Advance & Celebrate. Going forward, it will continue to support SPEP learners in their transition to Ontario nursing practice through various platforms such as the Community of Practice, professional development opportunities such as the Percipio journey, and continuous evaluation and redesign of the orientation curriculum to meet the needs of SPEP IEN learners.





## Daisy Awards

UHN launched the DAISY Awards in 2024, an international program recognizing and celebrating the extraordinary clinical skills and compassionate care nurses display every day.

Nominations can come from patients, families and staff across UHN, and will be an ongoing way to showcase and celebrate the amazing work UHN nurses do every day.

### The first five award winners are:

**Lifetime Achievement Award**

Maria Chiera-Lyle, Advanced Practice Nurse Educator (Toronto Rehab, Bickle Centre)

**Nurse Leader Award**

Janice Lin, RN (Toronto Rehab, Lyndhurst Centre)

**Nurse Leader Award**

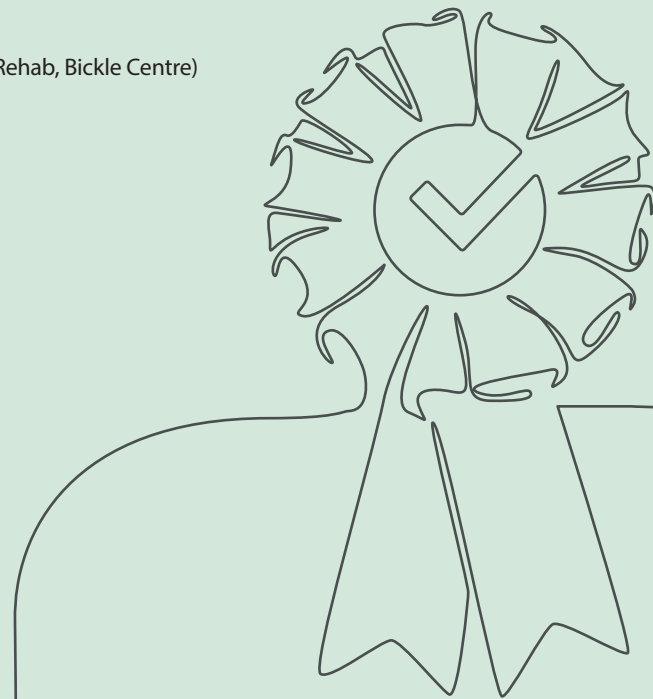
Toronto Western Hospital Emergency Department

**Direct Care Award**

Marc Gravoso, RN (13ES Toronto General Hospital)

**Direct Care Award**

Shiela Zhang, RN (Toronto Western Hospital MSNICU)



## Nursing Students

In early 2024, UHN introduced its inaugural Nursing Student Strategy, which is designed to boost the number of nursing students across our network and enrich their experience.

As Canada's largest academic teaching hospital, UHN is committed to training the next generation of health care professionals. Education, alongside patient care and research, is a cornerstone of the organization.

The strategy aims to double the number of nursing students and better equip TeamUHN to support them. Key initiatives include

revamping the preceptor workshop, setting student-to-bed ratio goals, enhancing tools and resources, and recognizing teams that excel in supporting learners. Nursing students may be placed in various settings, including inpatient and outpatient areas.

Interested in nursing student placements in your area? Reach out to your educator or manager.

## Revised Nursing Orientation

The Corporate Clinical Orientation (CCO) is one of the initial learning experiences for clinical point of care employees at UHN.

It consists of in-person and virtual learning sessions spanning five full training days over three weeks. The goal of the facilitators is to teach foundational skills and safety content to support the onboarding of clinical staff.

In the 2023-2024, CCO supported the onboarding of 1,090 new hires, with an average of 91 staff registered monthly. The CCO covers 28 different topics, including legislative/regulatory requirements, Accreditation Canada standards, UHN — and program-specific sessions, and the review of emergency procedures.

UHN CCO has not undergone a major update in about 10 years. Given changes to nursing practice and demographics, we are reviewing and updating CCO. To identify areas for improvement and re-development, Practice-Based Education (PBE) analyzed orientation from January to March 2024, including an assessment of learner and leader experiences, content and educational relevance.

### Key findings

A post-orientation survey showed that new nurses were engaged during the sessions. In a survey three months after orientation, new hires reported the highest confidence and consistency in applying mobilization and safety, point of care testing (POCT), Central Vascular Access Devices skills, fall prevention, venipuncture, skin health, documentation, transfer of accountability and infection control.

Highlights from various leadership focus groups and process mapping also provided valuable insights into the overall orientation and onboarding experience of each stakeholder/key partners during CCO. One of the aims is to improve communication with the new hires.

### Looking Ahead

Understanding internal and external factors affecting education and practice, listening to our new hires, leaders and educators, and conducting a robust literature review informed PBE recommendations.

#### Recommendations to enhance orientation include:

- Redeveloping the sessions, delivery and content tailored to the audience as noted in Figure 2 below;
- Using active learning techniques with large audiences;
- Building in drivers and practice supports;
- Including topics such as trauma-informed care, introduction to strength-based nursing and health care, working with vulnerable populations and much more.

CCO redevelopment commenced in June 2024, with a targeted launch date of January 2025. CCO onboards hundreds of staff a year as part of their training and transition to practice at UHN. Enhancing this process could only be accomplished with our team of APNEs, managers, leaders, and engaged partners.

The future state involves co-creating and co-designing the CCO curriculum and redeveloping the topics to support learner-centered approaches to enhance learning and retention. Best practices in education will be incorporated into the development of a new curriculum and PBE will continue to deliver professional development sessions and resources to APNEs and non-APNEs CCO facilitators.



## Revamping Corporate Clinical Orientation

CCO is undergoing a comprehensive overhaul to better align with the evolving patient needs, practices and changes in workforce demographics.

Recent analyses conducted by UHN's Practice Based Education from January to March 2024 have prompted this initiative. The review included learner and leader experiences, content assessment, and educational relevance, aiming to identify areas for improvement to support patient care.

Key findings from post-orientation surveys indicated high engagement levels among new nurses, particularly in areas such as mobilization, safety, point of care testing, and infection control. Leadership focus groups and process mapping exercises have also shed light on the onboarding experience, highlighting the need for enhanced communication with new hires.

Moving forward, recommendations for the CCO program include redeveloping session content, employing active learning techniques for large groups, and integrating topics like trauma-informed care, working with vulnerable patient population and strength-based nursing. The redevelopment process began in June 2024, with a targeted launch date set for January 2025.

The future of the CCO program involves a collaborative approach to curriculum design, focusing on learner-centered methods to improve knowledge retention. The aim is to incorporate best educational practices into the new curriculum. As part of the re-development plan, there has been ongoing professional development for facilitators delivering and creating content.

This initiative underscores our commitment to providing top-tier training and support for its clinical staff, ensuring the highest standards of patient care and safety.

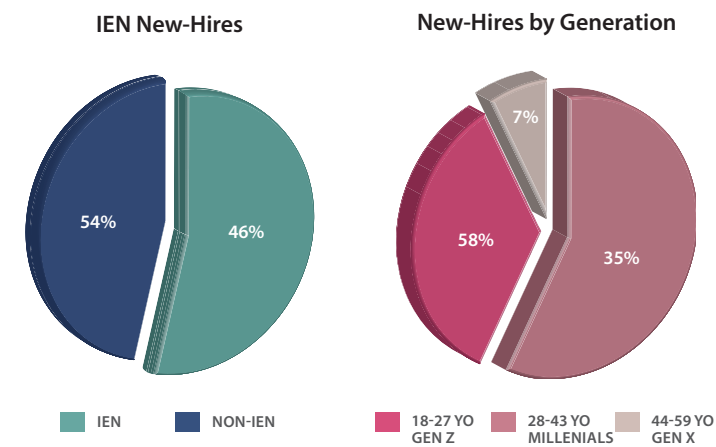


Figure 1. Demographics of New Hires Surveyed for CCO Evaluation in Q4 23/24.

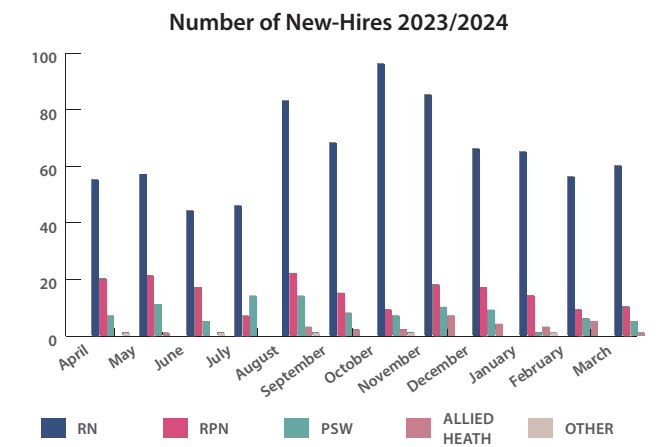


Figure 2. The number of new hires that attended CCO in the 2023-24 fiscal year.

## Nursing Week Celebrations

Nursing Week 2024, themed “Changing Lives. Shaping Tomorrow;” celebrated the significant contributions nurses make to individuals, communities and the future of health care.

At UHN, the week featured a variety of speakers, starting with our Chief Nurse, Pam Hubley, during the opening ceremonies. The Daisy Awards celebration and a panel discussion on career pathways were also highlights. A digital showcase of stunning black-and-white images of UHN nurses by Derek Shapton was prominently featured.

We had the honour of hosting Dr. Karima Velji, Chief Nurse of Ontario, who shared insights from her career journey. Several panel discussions took place, including an International Nursing Panel where nurses shared their experiences working beyond UHN, including in the Northwest Territories and Asia.

There was also a talent showcase, which provided a venue for nurses to display their creative talents. Throughout the week, various wellness events were offered for nurses to enjoy, and gifts and treats were distributed. Local teams also engaged in numerous activities to celebrate the hard work and dedication of nurses.



## Peter Munk Cardiac Centre Nursing Clinical Coaching and Mentorship Program

The creation of the Peter Munk Cardiac Centre (PMCC) Nursing Clinical Coaching and Mentorship Program reflects UHN’s commitment to fostering the well-being of our nursing professionals.

Through the generous support of the Peter and Melanie Munk Charitable Foundation, UHN is uniquely positioned to transform the work experiences of our nurses. The establishment of a novel clinical coaching and mentorship program will empower nurses to thrive within our complex health care system while sustaining the most exceptional nursing talent. The Nursing Clinical Coaching and Mentorship Program is an evidence-based, nurse-driven initiative built to address the challenges of our complex health care system and reflect the needs of modern nurses in redesigning their work environments. Its focus on point-of-care engagement will enable immediate local impact while encouraging potential for the creation of similar programs across UHN and beyond.

Two professional development streams – clinical coaching and mentorship – are offered through the program to nurses at all stages of their career. The program provides both individual and systems level intervention to address burnout, promoting the retention of our highly valued nursing staff through investing in their growth and development.

Eighty-two nurses enrolled in the first cohort, which started June 3, 2024. Using an 80/20 professional development model in collaboration with clinical duties, nurses participated in the program for 12 hours per week over a 16-week period. The recruitment for the second cohort is currently underway.

With UHN’s Research Ethics Board (REB) approval secured, a robust evaluation plan is currently in place to study the initiative of nurse retention and well-being, with the intention to publish and present findings to enable knowledge translation across UHN and beyond. Alignment and synergy of the program with the Ministry of Health’s Clinical Scholar Program has also been ensured.

## Sprott Surgery Awards

The Sprott Surgery Recognition Awards, which launched in 2023, were created to recognize and celebrate the impact of interprofessional teams within the Sprott Department of Surgery.

These seven individual and team awards acknowledge the quality of care, exceptional skill, innovation, and academic accomplishments of our surgical teams embracing the spirit of UHN’s Purpose, Values, and Principles. This year, more than 400 nominations were received from colleagues, patients and families. Specific awards for our nursing teams include Nursing Excellence for Outstanding Mentorship and Clinical Education, Excellence for Nursing Leadership in Outstanding Patient Care and the Rising Star Award Nursing Excellence in Patient Care. The first awards were presented on May 3, 2024, during Surgical Grand Rounds.



## Krembil UHN International Nursing Conference

The inaugural Krembil UHN International Nursing Conference took place in November 2023.

The Conference was designed to bring together nurses of all specialties to discuss the latest trends, and highlight nursing innovation, quality improvement, scholarship, and change leadership. Over 200 people attended, with a wide representation of RNs RPNs APNs and Nursing Leadership from across clinical areas and sectors. The keynote was delivered by Dr. Sandra Davison on “The Future of Nursing”.

## Empowering Care: Nurse Practitioners Advancing Health Equity in UHN’s Social Medicine Program

The Gattuso Centre for Social Medicine at UHN focuses on the integration of the social determinants of health – such as housing and food – with routine health care to improve quality of life for structurally marginalized patients.

Our team of nurse practitioners (NP), community health workers (CHW) and social medicine navigators (SMN) partner with patients to better align health and social services,, engaging with patients through the Stabilization & Connection Centre, Emergency Department, clinical programs, in-patient units and

## Community of Practice Brings Together Advanced Practice Nurses

Nurse Practitioners (NP) and Clinical Nurse Specialists (CNS) have Community of Practice meetings with the aim to build leadership capacity, enable self-governance and to influence, inform and direct change.

The NPs and CNSs each have their own groups which contribute to maintaining a flourishing Community of Practice by strengthening practice networks, and enacting all domains of practice within the Advanced Practice Nursing frameworks. The meetings have served as an important forum for NPs and CNSs and enable collaborations across UHN programs.

the broader community. In partnership with UHN, the City of Toronto and United Way Greater Toronto, UHN NPs will provide care at the Social Medicine Supportive Housing site at UHN’s Bickle Centre for Complex Continuing Care. Located in the Parkdale neighbourhood, this 51-unit building will provide safe, accessible and affordable housing to people from marginalized groups that are frequent users of hospital services. Residents will have access to primary care provided by NPs, as well as other services and supports to help ensure they are able to thrive.

## Specialized Dementia Unit (SDU) at Toronto Rehab University Centre Applies for CNA Stellar Certification

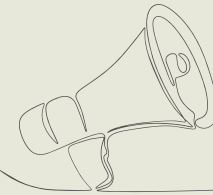
The Specialized Dementia Unit at Toronto Rehab is the first hospital sector unit to apply for the Canadian Nurses Association (CNA) Stellar Certification! The Stellar Certification Program recognizes healthcare facilities for their workplace excellence, including workplace safety, best staffing practices, nurse development through education, professional development and ensuring an inclusive workforce that reflects Canada’s diverse nation.

The program, which launched with a focus on long-term care (LTC) homes, is national in scope and the only one of its kind in Canada. The SDU at Toronto Rehab is collaborating with the CNA to be the first certification outside of LTC. The process for certification launched in July 2024.

## The Power of an Hour: Elevating & Engaging Advanced Practice Nurses through Knowledge and Inspiration

“The Power of an Hour” is a virtual session hosted by Pam Hubley, Vice President of Health Disciplines and Chief Nursing Executive, and Tara Bolden, Nurse Practitioner Lead at UHN, bringing together advanced practice nurses (APN), nurse educators, clinical nurse specialists and nurse practitioners across UHN and beyond to share stories of inspiration and innovation.

Session highlights from the past year included an introduction to Strength-Based Nursing & Health Care, the launch of UHN’s new APN Fellowship Framework, and a panel discussion with APNs from various organizations who talked about the fusion of nursing practice and scholarship in their profession. Pam and Tara look forward to welcoming more APNs to these “powerful” sessions in the future.



### UHN Nursing Speaker Series

For nurses, by nurses, the UHN Nursing Speaker Series began in 2022 has grown in 2024. 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.

#### Sessions held in 2023 - 2024 included:

- Recovery & Restoration: The Role of the Rehabilitation Nurse
- A Day in the Life of an Emergency Room Nurse
- Understanding the Role of Nurse Practitioner (NP)
- Finding the Joy in Nursing
- The Mental Health Nurse: Providing Comprehensive Treatment
- The Clinical Nurse Specialist: Enhancing Care & Improving Outcomes
- The Advanced Practice Education Nurse (APNE): Cultivating Clinical Excellence & Skills Advancement

## National Early Warning Score 2 (NEWS2) Launch

The National Early Warning Score 2 (NEWS2) is a track-and-trigger Early Warning System (EWS) used to identify patients at risk of acute clinical deterioration based on the calculation of an aggregate score.

Developed in 2012 by the Royal College of Physicians in the United Kingdom, NEWS2 supports informed clinical decision-making using escalation thresholds to provide a standardized assessment of acute illness severity. The tool provides common language for clinical teams to improve early detection of patient deterioration, allowing for timely response. NEWS2 will strengthen safety culture through effective escalation of care concerns, including informed care transitions and recognition of rapid deterioration.

NEWS2 was rolled out in August 2024 in the General Internal Medicine program and will be implemented in other programs later in the year.



# Celebrating Our Nurses

## Karlos Enrique Sun, APNE

At UHN's Peter Munk Cardiac Center (PMCC), nursing students are provided with opportunities to support their professional growth. Karlos Enrique Sun, Advanced Practice Nurse Educator (APNE), is at the forefront of this mentorship process, providing pivotal support to both nursing preceptors and students.

Karlos, who supports cardiology, fosters a harmonious, productive learning environment through providing specialty-specific student orientation sessions, setting the stage for their clinical journey.

"I try to make learning personal to the nurses, something they can relate to," says Karlos about his approach to teaching. "When they truly understand things – rather than just memorizing them – they remember it for the rest of their careers."

Throughout the semester, Karlos invites students to participate in various learning opportunities and includes them in daily quality safety huddles. Karlos also offers guidance and support to preceptors, ensuring swift resolution of any issues that arise with learners.

Consolidating students receive additional training on critical components including telemetry pack assessments, IV pump operations, emergency equipment locations and vital sign activities. They also delve into cardiac anatomy, acute coronary syndromes, angina, vasovagal events, heart failure, pharmacology and code blue procedures. These comprehensive orientations span approximately two and a half to three hours, culminating in a unit tour and a certificate of attendance accounting for clinical hours. Students and preceptors review UHN's student policy through group orientation sessions, which covers essential topics such as sick call processes, nursing unit standards, equipment usage and EPIC documentation.

Post-graduation, many students seek further employment due to the nurturing atmosphere cultivated by Karlos and the team. The centre not only provides a sense of belonging, but also fosters immense growth opportunities. Karlos cherishes this aspect of the role, knowing that he is contributing to the advancement of the next generation of nurses.

## Mojfan Zarji, RN

Mojgan Zarji, a nurse on 9A Orthopaedics at Toronto Western, received the 2023-2024 Outstanding Fourth Year Preceptor Award from Toronto Metropolitan University. Nominations are submitted by students recognizing their preceptors for their passion, guidance and support and making a significant difference in shaping their professional growth and success. Mojgan says she is grateful to be part of TeamUHN because of the guidance she has received from her leadership team throughout her career, which been impactful to her growth and professional development. She says it is an absolute pleasure to share her experience with colleagues and new staff.

## Joshua Moralejo, RN, BScN, MScCH

Joshua Moralejo, Clinical Nurse Specialist Specialized in Wound, Ostomy and Continence at Toronto Rehab Bickle Centre and providing consultation across UHN, has been named President-Elect of the Canadian Pressure Injury Advisory Panel. Congratulations Joshua!



## Colina Yim, Nurse Practitioner, retires after 38 years at UHN

Colina Yim, Nurse Practitioner, Hepatology, retired at the end of August 2024.

Colina joined UHN in 1986 and has been a true trailblazer in hepatology nursing. She was not only one of the first nurses to focus exclusively on liver disease but she realized that this was an important need and helped found the Canadian Association of Hepatology Nurses in 2019, serving as its first president from 2019-2023. After establishing her expertise working on clinical trials of new therapies for hepatitis B and C virus infections, Colina went on to

do her Nurse Practitioner training. As an NP, Colina has continued to provide wonderful, caring, and compassionate care to literally thousands of people living with liver disease.

Colina always put her patients first, which led to her forming the Chinese Peer Support group for Hepatitis B, which continues to be a major support for our patients. Colina is also a wonderful educator, having mentored countless nurses and NP students, as well as being a regular invited speaker at international conferences and culminating with the development of a nursing fellowship in Hepatology that began this year.

Colina's contributions to UHN, hepatology, her patients and her colleagues will live on, and we wish Colina all the best!

## After nearly 30 years at UHN, Linda Flockhart retires

Linda Flockhart will retire at the end of January 2025, marking the end of an incredible career at UHN.

A true nurse leader, Linda began her career almost 30 years ago as a critical care nurse in the cardiovascular ICU at Toronto General Hospital. She then moved into successive nursing leadership roles within the critical care program, including patient care coordinator and nurse manager, before transitioning to Clinical Director for the Peter Munk Cardiac Centre and the Medical Surgical Intensive Care Unit, and, most recently, as Clinical Director for the Cardiac, Brain and Spinal Cord programs at Toronto Rehab.

Throughout the pandemic, Linda's leadership was crucial to the development of the COVID-19 ICU surge plans across three ICUs, which doubled the extracorporeal life support capacity for patients on the ward. She has been involved in the implementation

of many other initiatives, including the opening of a temporary alternate level of care unit at Toronto Rehab University Centre, improving the model of care for spinal cord patients at the Toronto Rehab Lyndhurst Centre, and the introduction of the first vein finding equipment at Toronto Rehab to assist nurses with vascular access skills.

Despite being a clinical operations leader, Linda has never forgotten or her passion for patient care. Alongside her compassion for people, Linda has also been data-driven, always considering data and facts. Many of Linda's direct reports say they have welcomed Linda's determination to be a great leader, and that her drive has inspired them to be better people and accomplish exceptional work.

Linda's impact on UHN, her teams, and nurses across the health care system will be felt for years to come. We thank Linda for her incredible dedication to our nurses and wish her all the best in her upcoming retirement.





#### Dr. Joy Richards Retires

Dr. Joy Richards, former Chief Nurse Executive at UHN, retired in September 2023 after an incredible career spanning more than 40 years.



#### Mary Kay McCarthy Retires

After an amazing 38-year career at UHN, Mary Kay McCarthy, Clinical Director of Toronto Rehab's Complex Continuing Care program, retired, in December 2023.



#### Denise Morris Retires

A strong leader in Critical Care, Denise Morris, and Nurse Manager of the Medical Surgical Intensive Care Unit (MSICU) at TGH retired on May 31, 2024, after 35-years.

## Nursing Research



#### Profile: Sam Mayo, RN, PhD

With a goal of optimizing long-term health among survivors of hematologic cancers, Samantha Mayo's contributions have advanced research and practice in this field.

As a main area of focus, she generates new knowledge about the impact and predictors of cancer-related cognitive impairment in this population, evaluates targeted interventions, and develops evidence-based resources to support clinical management of cognitive symptoms. Her current research includes a series of studies to understand short-term and long-term cognitive outcomes and other quality of life indicators among patients with lymphoma. She is also currently leading a CIHR-funded project to develop a novel Stepped Care program for the routine assessment and management of cognitive symptoms at the point of care. Samantha holds leadership roles in Canadian and multinational professional organizations at the forefront of influencing oncology practice, research and policy.

As RBC Financial Group Chair in Oncology Nursing Research, Samantha also actively contributes to the development of research-based nursing practice as co-lead of the Oncology Nursing Research Centre of Excellence (ONRCE) at Princess Margaret Cancer Centre. The ONRCE provides research training and fellowship opportunities for oncology nurses and bolsters the culture of scholarship, innovation, and evidence-based practice.



#### Profile: Tracey JF Colella RN, APN, PhD, FCAN

Women have been historically underrepresented in cardiac rehabilitation programs, which have been shown to reduce recurrent cardiac events and premature death by up to 50 per cent. Women who suffer an acute coronary event are more likely than their male counterparts to incur morbidity and mortality within the first year of recovery and have lower physical functioning and poorer psychological health. For these reasons, optimizing transitions in cardiovascular care is a critical gap that nurse clinician and scientist, Tracey Colella, is passionate about addressing in her research program. Her research targets the challenges that patients and families struggle with when navigating the complex transitions in our health care system. The Ministry of Health has used Tracey's research and Long-Term Care to make recommendations aimed at reducing inequities in care and strategically targeting cardiac rehabilitation access barriers for women. A unique focus of her research includes patient engagement and partnerships in the co-design of research protocols and interventions. For example, patient partners were central in the development and testing of a web-based application, MyCardiacRecovery – a study that empowers patients to become active advocates in their transition from hospital to home. This technology helps post-cardiac surgery patients monitor their symptoms, activity and recovery milestones in the weeks leading up to enrollment in cardiac rehab. She has partnered with Engineering colleagues to improve access to virtual cardiac rehab through the use of an AI-powered avatar which guides patients in prescribed exercises at home.

A current CIHR grant she is particularly excited about is a national priority setting partnership with patient partners, caregivers and clinicians that will culminate in a top 10 list of research questions targeting women's cardiovascular health and cardiac rehabilitation. This work will potentially inform a future research agenda and funding opportunities to support women in their cardiac recovery journey. The use of co-design methodology ensures that nurse researchers target the patient and clinical questions that are most meaningful to the populations we serve. Importantly, collaborative research that includes the engagement of patients, caregivers and clinicians results in meaningful and timely translation of research findings into clinical practice.



#### Profile: Kathy McGilton, RN, PhD

Being a nurse scientist is exceptionally important.

In Canada's largest academic health sciences centre, nursing research is helping to lead best practices, facilitate systems change, challenge the status quo and contribute to knowledge generation and translation in the field. Nurse scientists like Kathy successfully secure grants, conduct research and share findings that have tremendous influence. Kathy's research about Nurse Practitioner (NP) impacts in Long Term Care environments have led to significant changes in the model of care for seniors. Her research was used by The Long-Term Care Commissioner to make recommendations aimed at improving care environments and patient outcomes for residents by introducing more NPs into long-term care homes. Her current CIHR research grant focuses on evaluating transitional care programs that have been established across Ontario and helping patients recover before they transition to their next destination. She is particularly proud of being called a "system disrupter" when she works with administrators and leaders in settings where care is focused on persons living with cognitive impairments. She has influenced care approaches to better meet the needs of these individuals, fostering respect and attention to their special requirements. Using the tenets of knowledge translation, her programs have been adopted across many acute and rehabilitation hospitals in Canada and internationally.

Nursing research and nursing scientists make a significant difference. The curiosities and questions that nurses have often relate to how individuals live with certain conditions and aims to improve quality of life and living. Nursing research has impact. Practices, roles and systems of care can change for the better because a nurse was curious, creative and supported to pursue research that matters. Thank you, Kathy, for being an internationally recognized expert and a proud UHN nurse.



### Profile: Dr. Kateryna Metersky

#### Dr. Kateryna Metersky's nursing journey began years before she started university.

Her parents were physicians in Ukraine before immigrating to Canada, with her mom pursuing a career in nursing after settling. Kateryna remembers reading her mother's school assignments and the impact it had on her. "Reading about those patient stories and experiences piqued my curiosity about nursing as a profession," Kateryna says. When the time came to apply for university, she knew nursing was where her passion lay.

After attending Toronto Metropolitan University, she began her clinical career as a staff nurse in 2011 on the General Internal Medicine (GIM) unit at Toronto Western Hospital (TWH). However, it was her university experience that inspired her pursue research. During the 2nd year of her undergraduate degree, she applied for a volunteer student research position. It was during this opportunity that she was fortunate enough to have encountered a patient mentor who enabled her to learn and grow. Such mentorship is what established her craving for further experiences and opportunities. She applied immediately after her undergrad to TMU's Master of Nursing Thesis Stream Program.

She continued working on GIM part-time while finishing her Master's degree, before starting and completing her PhD in Nursing at the University of Western Ontario. While she was eager to learn as much as she could about research, the clinical experience was crucial to informing her work and maintaining a knowledge of the needs of nurses and patients.

Her research and areas of study have been focused on international and cross-national collaborations and partnerships, persons with social, economic and health challenges, nursing and interprofessional practice and education and intersectionality and positionality in population-centred care. Most recently, she has been studying refugee women's access to care, health

care system navigation and social health and well-being.

Seeing the impact her research has is what motivates her. The connections she develops and the stories she hears remind her why she does what she does. "Hearing those stories, I cry every day," she says of her work with refugee women who have been involved in sex work to make ends meet. "But they inform the development and further refinement of community resources, so that supports for these and future women are tailored to their needs and widely available. That's what I love".

To this day, Kateryna has maintained her clinical role as a casual nurse on GIM at TWH, the same unit where she started her nursing career. Seeing what nurses experience at the point of care helps her identify and design new research ideas that can be implemented in practice. It also benefits her teaching role as an Assistant Professor at TMU.

*"Having current nursing practice helps me connect with my students on a deeper level. I can understand what they encounter clinically and how this connects to the theoretical components I teach in the classroom."* – KATERYNA METERSKY

Her advice for anyone who is curious about a research career is not to be afraid of failure. Finding a strong mentor who will give you space and opportunities to learn, make mistakes and grow is part of the process. She encourages anyone who may be interested in research to participate in a study or project and learn from their mistakes. "Keep knocking on those doors," she says, "even when they seem closed, one of them will open wide enough for you to enter into a world of professional possibilities."



### Profile: Dr. Alyssa Indar

#### Dr. Alyssa Indar started her career as a nurse in stroke rehabilitation in 2013.

The values of teamwork and partnership with patients and families deeply resonated with her and continue to underpin her work at the intersection of applied research, policy and practice.

While working at the bedside, Alyssa enjoyed caring for patients but realized that resource constraints hindered the level of care she wanted to provide. Her curiosity about the health care system factors that shape nursing practice led her to the Master of Nursing program at Toronto Metropolitan University (TMU). After her first qualitative research class, she was hooked on the potential of research to improve nursing practice. While at TMU, she developed relationships with mentors and gained experience working on different research teams. She subsequently completed her PhD in Health Services Research, with a focus on Organization and Management through the Institute of Health Policy, Management and Evaluation at the University of Toronto.

Through her doctoral education, Alyssa developed skills in applied health services research methods, which includes evaluation research. Alyssa uses evaluation research in a variety of roles to demonstrate the value of nursing by generating evidence that leaders and decision-makers can use to improve the lives of nurses, and ultimately, patients and families. This real-world impact is what motivates her.

Currently, Alyssa is a CIHR Health System Impact Postdoctoral Fellow, working with the Nova Scotia health care system to improve the integration of Internationally Educated Nurses (IENs), as well as a role with UHN focused on nursing workforce, recruitment and retention. She is working on projects related to IENs while leveraging her evaluation expertise on other strategic work related to nursing. At UHN, she supports nursing scholarship and is available to help and mentor UHN nurses who are interested in research, quality improvement and evaluation.

*"I'm so lucky it doesn't feel like work. I'm really driven by the vision that we can make things better for nurses and improve nursing work environments. As someone who was a frontline nurse, I know that feeling of being frustrated — wanting to provide better care but feeling that you can't."* – DR. ALYSSA INDAR

Alyssa is also excited about the future of nursing.

"As we recover from the pandemic, leadership and the public really have a sense of our value in a way that maybe didn't resonate with them before," she says. "Now I think the time is right for applied workforce research to demonstrate our value and continue the conversation about building a resilient and sustainable nursing workforce. I think they're listening to us."



# Annual UHN Nursing Awards 2023/24

## The Annual Nursing & Health Professions Staff Scholarships & Awards

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

### Congratulations to the 2024 Nursing Winners

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

- Michelle Buda

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

- Katie McEwan

**Ann-Marie H. Applin Nursing Award**

- Daidre-Ann Reece

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

- Mehr Gilani

**Elizabeth S. Barford Education Award for Neuroscience Nursing**

- Emma Bingham

**Thomas J. Bell Scholarship for Nurses Demonstrating Excellence in Palliative or End-Of-Life Care**

- Allison Somers

**Orma L. Benson Memorial Scholarship**

- Jennifer Hou

**Bennett Nursing Scholarship Award**

- Tenzin Yeshi

**TR Bennet Emerging Nursing Leaders Award**

- Tenzin Bhuti

**Bolton Nursing Scholarship**

- Sukhdip Grewal

**Janine Boston Award for Nursing Excellence**

- Emma Bingham

**Kathleen Butcher Scholarship**

- Melinda Schell

**Yau-Fong Cheung Scholarship**

- Tenzin Tseyang

**Frances Falconer Nursing Scholarship**

- Carmen Fang

**Mary Ferguson-Paré Prize for Innovation in Nursing**

- Molly McDonald

**Mary Ferguson-Paré Research Award for Nursing**

- Emma Bingham

**Cindy Gangbar-Waisglass Award**

Janice Lin

**The Marvin Gerstein Award**

- Sarvatit Bhatt

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

- Ilham Elias

**Evelyn Hall Education Award**

- Julie Yip

**Lichtblau Nursing Scholarship**

- Jennifer Reguindin and Mattie-Rose Toteda

**Tecla Lin Nursing Award**

- Kaitlyn Zwing

**John Locke Churchill Scholarship**

- Anna Barantseva, Stephanie Fung, Ali Abdel Halim and Michelle Nguyen

**John Maddigan Nursing Award**

- Allison Somers

**MSA Award for Excellence**

- Ian Alagadan

**Dr. Marie Louise Murphy Medical Education Award**

- Alexa Knautz

**Nursing & Professional Services Staff Scholarship**

- Justin Andrew

**Elmira Hassanbeik**

- Alicia Jones

**Kylie Martin**

- Leslie Williams-Brennan

**Ginat Shleifer Scholarship for New Graduates**

- Ashwini Veerasuntharam

**The Jill Smirnis Award for Outstanding Patient Care in Emergency Service**

- Berjae Officer

**The Jill Smirnis Award for Excellence in Cardiology Nursing**

- Judith Cerovski

**Ilse Tacoma Nursing Award Scholarship**

- Jeus Benedict Pader Cabaluna and Danica Ly

**Lori Taylor Nursing Excellence Scholarship**

- Michelle Nguyen

**Cathy Valenti Nursing Award**

- Anthea Chirona and Niyma Lhamo

**Betty Watt Prize for Courageous Leadership in Nursing**

- Jho-An Inesa

## Sopman Humanitarian Awards

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 2024 Nursing Student Recipients

- Benji Finestone
- Kelsie Lau
- Joon Lee

## 2023-24 Collaborative Academic Practice (CAP) Innovation Fellowships

The CAP Innovation Fellowship Program 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 the 2023-24 nursing fellowship recipients.

**Annie Fellowship for Nurses**

- Kimberley McLeese, RN  
Emergency Department - TG

**Brenda Perkins Meingast Critical Care Fellowship**

- Celeste de Peiza, RN Coronary Intensive Care Unit – TG

**Collaborative Academic Practice Fellowship for Nurses**

- Emma Bingham, RN 6AB Neurovascular Unit & Neuro Level 2 – TW

**Collaborative Academic Practice Fellowship for Nurses**

- Nadine Wright, RN Medical/Surgical/ Neuro Intensive Care Unit – TW

- Nadine Wright, RN Medical/Surgical/ Neuro Intensive Care Unit – TW

**Collaborative Academic Practice Fellowship for Nurses**

- Tatiana Velasquez, RN 9AF Arthritis Program – TW

**Janis Rotman Fellowship**

- Carolyn Franke, RN Toronto Western Family Health Team

**Joey & Toby Tanenbaum Fellowship**

- Shuxian Hiu, RN Medical Surgical Intensive Care Unit – TG

**Quality, Safety & Clinical Adoption Fellowship**

- Mark Slodovnick, RN Emergency Department - TG

**Scott McIntaggart Transplant Fellowship**

- Michelle Yang, RN Multi-Organ Transplant (7A/B) Unit – TG

**Sprott Surgery Fellowship**

- Jeus Cabaluna, RN General Surgery 10ES Surgical Oncology – TG

**Sprott Surgery Fellowship**

- Yahlikah Maheswaran, RN General Surgery 9ES - TG

## The 2024 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 by empowering frontline nurses.

### Congratulations to the 2024 Winners

- Hanna Cape and Emily Felske (TWH OR)
- Eric Johnson and Maria Theresa Alcantara (9A Arthritis Program)
- Tatiana Velasquez and Karen Punchard (9A Arthritis Program)
- Christine Tolentino Dumbrique and Jessie Garcia (9B Combined Surgical Unit)
- Joyce Ascano and Kim Thomas (8A General Internal Medicine)
- Evangia Cawley and Patricia Carrillo (8A General Internal Medicine)
- Olivio Puopolo and Autumn Willis (6A/B Neurovascular/ Neuro Critical Care L2 Unit)
- Amelia Freda and Alex Woo (Operating Room and Day Surgery Unit)
- Justin Andrew and Sabrina Phan (Operating Room and 5A-Spinal/ Neurosurgery Unit)
- Analyn Villaluz and Maulik Patel (4B General Internal Medicine)
- Venus David and Daniella Di Giuseppe (TWH OR)
- Emily Puddicombe and Toojin Lee (TWH OR)
- Yathushan Togarajah and Jackie La (TWH OR)
- Annie Yu and Amelia Zhang (TWH OR)

### Other Notable Award Winners

#### Pfizer Award of Excellence in Nursing Clinical Practice

- Jocelyn Brown, CNS Palliative Care

#### Award for Innovation in Oncology Patient and Family Education supported by Amgen

- Diana Incekol, APNE Systemic Therapy

#### Pfizer Award of Excellence – Research

- Dr. Samantha Mayo, RBC Chair in Oncology Nursing Research

#### Rose Dean Essence of Oncology Nursing Award

- Laura Olmi, APNE Malignant Hematology

#### Outstanding Preceptor Award

- Mojgan Zarji, RN Neuro

# Nursing by the Numbers

**5137**

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

**4197**

TOTAL REGISTERED NURSES (UNION AND NON-UNION)

**778**

TOTAL REGISTERED PRACTICAL NURSES (UNION AND NON-UNION)

**162**

TOTAL NURSE PRACTITIONERS

**60**

ADVANCED PRACTICE NURSE EDUCATORS

**62**

CLINICAL NURSE SPECIALISTS

**60**

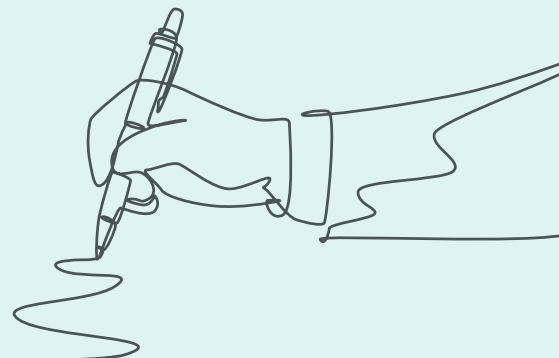
CLINICAL NURSE MANAGERS

**53**

PATIENT CARE COORDINATORS

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