

The Ottawa Hospital

# Nursing Annual Report 2024



The Ottawa  
Hospital

# Advancing Nursing Excellence: Elevate Practice, Enable Growth, Enhance Support

## Welcome to TOH's 2024 Nursing Annual Report

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

As we reflect on the past year, we are proud to present The Ottawa Hospital's (TOH) 2024 Annual Nursing Report. This report is a tribute to the dedication and compassion of our nursing team, whose contributions are at the heart of our vision to provide each patient with the world-class care, exceptional service and compassion we would want for our loved ones.

In an ever-evolving environment, nurses continue to be the backbone of patient-centered care. Their expertise, leadership and commitment to excellence drives improvements in patient outcomes, fosters innovation and strengthens the quality of care across all our programs and services. Our nurses embody the values of compassion, respect and



collaboration, providing not only clinical expertise but also emotional support to patients and their families during life's most vulnerable moments.

The 2024 report highlights the achievements and milestones of our nursing team, reflecting their adaptability, leadership and impact across our hospital. Their contributions extend beyond the bedside, influencing education, research, policy and health-care advocacy, while championing new models of care and embracing innovative practices.

Our commitment to nursing excellence is guided by strategic initiatives that foster growth, development and continuous improvement. Our new Nursing Strategy, shaped by the voices of over 1,000 nurses, serves as a cornerstone for inspiring, supporting and empowering our teams. Aligned with our broader organizational objectives, it reflects our shared vision of elevating practice, enabling growth and enhancing support across all areas of care.

Complementing these efforts are initiatives that promote professional development, leadership growth and workforce sustainability. Through continuous learning opportunities, career pathway development and targeted leadership training, we are building a resilient, engaged and future-ready nursing workforce.

Thank you for your continued support, collaboration and commitment to nursing excellence.

# At the heart of healing: Our nursing team

At TOH, our nursing team is more than just caregivers—they are the heart of our organization. With over 4,500 dedicated professionals, including registered nurses, registered practical nurses, nurse practitioners and advanced practice nurses, they are the foundation of compassionate, patient-centered care.

Our nursing team's impact is felt across every corner of our hospital, from emergency departments and specialized clinics to community outreach programs and research initiatives. In 2024, our nurses led quality improvement projects, advanced evidence-based practices and embraced new technologies that enhance patient care. They also played significant roles in mentoring

future health-care professionals and driving innovative research and initiatives.

Many of our nurses have pursued advanced education, contributed to groundbreaking studies and received recognition for their outstanding contributions. Their dedication to lifelong learning and professional development reflects our shared commitment to excellence.

This report highlights not only their remarkable achievements but also the stories of compassion and collaboration that define who we are. Together, we will continue to shape a future where compassionate, world-class care is our reality, every day.



# Supporting nursing excellence: Transition, mentorship and professional growth

## Nursing Internships

The Nursing Professional Practice Department offers nursing internships each year to support recruitment, retention and professional growth. These internships, lasting up to 12 weeks, provide nurses with full-time supernumerary positions under the mentorship of experienced colleagues. In 2024, internships were offered in the following areas:

- NICU and Emergency Department (General Campus)
- Perioperative Services and ICU (Civic Campus)
- Nursing Professional Practice/ Education

These placements have been very successful, with many interns securing permanent positions in their respective areas. The internship experience has led to increased career satisfaction and professional advancement.

*"Great opportunity for learning and to be exposed to a new area of work within the hospital." – Mentor*

*"This internship was the perfect way to explore a new field of nursing. The experience reignited my passion for the profession and gave me the confidence to pursue a new career path." – Intern*

## Clinical Coaches

The Clinical Coach program, initially introduced in 2022 as a temporary role, became permanent in February 2024 due to its success in supporting novice nurses. Retired TOH registered nurses serve as Clinical Coaches, providing mentorship in critical thinking, time management, organization and prioritization.

With a combined 443 years of nursing experience across 11 coaches, this role has proven invaluable in guiding new nurses through challenging clinical situations.

*"This has been one of the most rewarding parts of my career." – Clinical Coach*  
*"The Clinical Coaches are amazing. They challenge our thinking, share their knowledge and always make time for us." – Novice nurse*



*Left: Patricia Harvey, Clinical Coach, Mental Health; Right: Jo-Anne Beattie, Clinical Coach, Post-Acute Care*



*Melissa McDiarmid, Clinical Coach, Medicine and Surgery*



*Maureen Pinkos, Clinical Coach, Medicine and Surgery, with nurses from A3*

## Clinical Scholar Program

The Clinical Scholar Program (CSP), now in its second year, helps retain both experienced and new nurses by embedding senior frontline nurses in dedicated mentorship roles. Clinical scholars assist novice nurses at the bedside, facilitating smoother transitions into practice.

In 2024, TOH introduced five clinical scholars across various clinical areas, including the Emergency Departments, 4W, 6E and D6. The Ottawa Hospital was recognized as the CSP "Spotlight Organization" for sharing its successful model with health-care institutions across the province.

*"I frequently rounded with nurses—not just to discuss patient care and skills, but also to check in on how they were adjusting to the unit." – Clinical scholar*

*"Having a Scholar available during shifts gave me the confidence to trust my judgment and apply my training in real-time." – Novice nurse*



*Phillip Nguyen, Clinical Scholar, 6E*

## Clinical Nurse Expert (CNE) Pilot

In October 2024, TOH launched a pilot program introducing Clinical Nurse Experts (CNEs) in dedicated full-time roles across several units. These nurses focus exclusively on supporting frontline staff by providing timely, on-the-job mentorship.

The CNEs assist in critical thinking, clinical decision-making and technical skills, bridging the gap between theory and clinical practice. Early evaluations show that CNEs have significantly supported staff development in areas such as IV insertion, venipuncture and Epic documentation.

*"High-quality care depends on well-supported nurses. The CNE role helps bridge the gap between theory and reality, strengthening our teams." - Clinical nurse expert*

*"Our CNE regularly checks in, even when I float to a new unit. They help with skills I haven't yet mastered and ensure I feel supported." - Nurse*



Emma Barrett, CNE, with a Clinical Nurse Erin Anderson from B2

## New Graduate Guarantee Program

The New Graduate Guarantee (NGG) program is designed to support the seamless transition of new nurses into the workforce by offering 12 weeks of full-time mentorship in a dedicated role before they assume independent practice. This structured onboarding program enhances retention, elevates practice and increases job satisfaction.

In 2024, 131 new nurses participated in the NGG Program, which significantly improved their confidence and skills during the transition to independent practice.

*"It was amazing to watch my mentee gain confidence and skills over the course of the program." - Mentor*

*"I did not consolidate in a related field, but thanks to the NGG program, I felt supported and gained confidence in my transition to independent practice." - Participant*

## Supervised Practice Experience Program: Program summary

The Supervised Practical Experience Program (SPEP) supports Internationally Educated Nurses (IENs) by providing a structured, supervised practice environment to ensure their safe integration into TOH's high-acuity clinical settings. In 2024, 53 IENs completed the program, with 47% securing permanent nursing positions at TOH.

TOH's SPEP model was recognized nationally in the UNBC Delphi study and provincially in Ontario Health's quarterly publication. We continue to support the IEN community through preceptor training workshops, including partnerships with the University of Ottawa Heart Institute.



## Enhanced Extern Program

The Enhanced Extern Program was launched in June 2021 by the Ontario Ministry of Health (MOH) in response to the COVID-19 pandemic, and has provided crucial support to address nursing shortages and clinical placement challenges. At TOH, externs have become an integral part of patient care teams, assisting with clinical tasks under the guidance of experienced nurses and the Enhanced Extern Management Team.

The program has not only offered immediate relief to staff but has also served as a valuable pipeline for recruitment and retention. Since its launch, TOH has onboarded over 500 externs from diverse educational backgrounds, including paramedicine, respiratory therapy, medical school, practical nursing and nursing programs. The program has played a significant role in recruitment, with a 95% success rate in securing permanent positions for nursing graduates within TOH.

## Enhancing nursing support roles: Personal Support Workers

Personal Support Workers (PSWs) play a critical role in assisting nurses with patient care. In 2021, TOH launched the Corporate PSW Orientation Program to equip PSWs with essential skills. In 2024, the Nursing Education team continued its commitment by offering comprehensive onboarding for newly hired PSWs and maintaining the PSW Refresher Program for existing staff.

In 2024, 135 PSWs completed either the PSW or PSW Refresher onboarding programs. We continue to evaluate the program through feedback from PSWs, Clinical Managers and NEAT data analysis to guide future improvements.

# Supporting nursing practice

## Nursing Strategy

**Empowering nursing that enables world-class care, drives innovation, and recognizes nursing excellence**

At TOH, our 4,500+ nurses are at the heart of health-care delivery, driving excellence across clinical care, administration, education and research. Guided by the voices of over 1,000 nurses, our Nursing Strategy is not just a roadmap—it's a commitment to inspiring, supporting and empowering our nursing teams, all while aligning with our broader organizational goals.

### Progress and achievements

In the first year of our Nursing Strategy's implementation, we've made meaningful strides across all three pillars: **Elevate practice, enable growth and enhance support.** These accomplishments reflect our collective dedication to creating a practice environment where nurses thrive.

## 1 Elevate practise

**Role clarity & consistency:** Define clear expectations for Registered Nurses (RNs) and Registered Practical Nurses (RPNs) to ensure standardized, high-quality care across clinical settings.

**Strengthening nursing leadership:** Expanded the Corporate Nursing Clinical Practice Committee (CNCPC) to amplify the nursing voice in decision-making, fostering greater collaboration and practice standardization.

**Shared Governance:** Created the Nursing Advisory Council. The purpose of the Nursing Advisory Council is to provide strategic guidance, oversight, and recommendations to improve nursing quality, patient safety, and outcomes within The Ottawa Hospital. The committee serves as a forum for identifying areas of improvement, setting standards, reviewing performance, and ensuring compliance with nursing best practices.

## 2 Enhance support

**Career Pathways & Resources:** Launched initiatives to help nurses explore diverse career opportunities within TOH, fostering long-term retention and growth.

**Clinical Manager Training Program:** Developing targeted leadership training to equip managers with the skills to support their teams effectively.

## 3 Enable growth

**Clinical Scholar Program:** Providing frontline mentorship and leadership development, supporting the integration of evidence-based practice into daily care.

**Digital learning enhancements:** Expanded access to on-demand education, ensuring nurses stay current with evolving health-care practices.

**Research Community of Practice:** Created to support the development, implementation and dissemination of research led by non-physician Healthcare Providers.

## Looking ahead

Building on these successes, we'll continue to strengthen our Nursing Strategy pillars, using measurable outcomes linked to nurse retention, satisfaction and

professional development. Together, we are creating a future where every nurse at TOH feels valued, supported and empowered to deliver world-class care.

## Acknowledging our Nursing Strategy Task Force

The development of our Nursing Strategy would not have been possible without the dedication and expertise of our Nursing Strategy Task Force. A special thank you to Ley-Ann Mondor, Irene Oliveira, Tiffany Phillips, Kolan Gilmour, Marjorie Bowman,

Lisa Freeman, Lynne Jolicoeur, Kyle Gantner, Glenn Barton, Susan Leach and Joey Taylor for their contributions in shaping this strategy. Your commitment to advancing nursing practice at TOH is deeply appreciated.

## The Ottawa Hospital Interprofessional Education Strategy

As one of Canada's largest academic hospitals, TOH is home to the country's largest simulation centre and only hospital-based patient safety simulation program. Our education strategy ensures that TOH remains a leader in clinical learning and health professions education, preparing our teams for the future.

At the heart of this strategy is a commitment to transforming how we train, work and care for patients—together. By embedding education across professions and operations, we are harnessing interdisciplinary learning as a powerful driver of success.

# Our Five Pillars of Educational Excellence

The foundation of our Education Strategy is built upon five key pillars that will advance education across the organization, strengthen our patient-centered approach and ensure we are prepared for future challenges.

## 1. Prioritizing education through cultural and organizational change

- **Recruitment Success:** 80% of TOH learners are hired into vacant positions, contributing to our RN recruitment strategy.
- **Education in Leadership:** Education now features regularly in senior-level committee presentations.
- **TOH Education Stories:** Developing stories to showcase internal and external recognitions of TOH educators and their impact on patient care.

## 2. Researching, innovating and translating education into practice

- **Protected hours for education:** Establishing dedicated time for educators to enhance their skills and support others.
- **Scholarship tools & resources:** Developing educational resources to assist with scholarship and grant applications.

## 3. Collaborating across professions and networks

- **IP FLEW workshops:** Launching interprofessional workshops to enhance collaborative learning.
- **IPE orientation for respiratory therapists & nurses:** Fostering collaboration across professions.
- **IP Simulation Education Days:** Launching interprofessional simulation days to enhance teamwork.

## 4. Leveraging technology in education

- **EPIC learning dashboard:** Streamlining access to training resources through a single platform.
- **LinkedIn Learning:** Providing free digital literacy and professional development opportunities for nurses.

## 5. Measuring & tracking success

- **National recognition:** Achieving ranking as one of Canada's Most Admired Corporate Cultures, highlighting our commitment to educational excellence.

By investing in education, research and digital learning, we are equipping our teams with the knowledge and skills needed to deliver exceptional, patient-centered care. Our strategy reflects TOH's vision of being a global leader in health-care education, ensuring every learner thrives in a dynamic and evolving clinical environment.

# Celebrating nurse leaders

**Meet Melanie Oleskiw,**  
Nurse Practitioner – Empowering  
patients and advancing care

I began my nursing career at TOH in 2008, starting in oncology at the General Campus. There, my passion for critical care grew, leading me to complete TOH's Critical Care Nursing course and spend several years in the Cardiac Surgery Intensive Care Unit (CSICU) at UOHI.

In 2018, I decided to pursue a new challenge and became a Nurse Practitioner (NP) after completing my Master of Nursing at the University of Toronto. Since 2023, I've had the privilege of working at the Arthritis Centre at the Riverside Campus, where I provide care for patients with rheumatic diseases, guiding them through their conditions and offering essential support.

One of the most rewarding parts of my role is educating and empowering patients to manage their health and prevent complications related to rheumatic diseases. I also enjoy sharing my knowledge with colleagues through Nursing Education Days and other educational sessions.



I'm always looking for opportunities to grow. As co-lead of the Nurse Practitioner working group at TOH, I connect with over 40 NPs to help advance the role and improve care delivery. I'm also part of a provincial group of NP leads, collaborating to improve access to care across Ontario.

Mentoring future NPs is another passion of mine. I'm privileged to support novice NPs through my ongoing mentorship at the University of Toronto, helping them navigate the early stages of their careers.



## Meet Courteney Munch,

Advanced Practice Nurse, Geriatrics –  
Supporting older adults with kindness

As an Advanced Practice Nurse (APN) in Geriatrics at TOH, I'm inspired daily by the opportunity to care for older adults, their families and care partners during some of the most challenging moments of their lives. I have the privilege of working with a fantastic interprofessional team to provide comprehensive geriatric assessments and care planning, maximizing every opportunity to share knowledge and enhance care for the older adults we serve.

In my APN role, my work is driven by the following five domains:

1. **Clinical practice:** Clinical expertise in the care of older adults in acute care, conducting complex case assessments, care planning and interventions.
2. **Consultation:** Improving clinical outcomes for older adults by providing clinical expertise and supporting the needs of stakeholders in acute care.
3. **Education:** Providing evidence-informed and accessible gerontological education to clients, care partners, and interprofessional health team members in acute care and the community.
4. **Leadership:** Management of the geriatric emergency management and geriatric medicine. Consult teams corporately, interprofessional collaboration with all members of the health-care team and engaging in leadership meetings to advance the specialty of geriatrics through advocacy and clinical leadership.
5. **Research:** Interests include quality of care, end of life care, dementia, frailty, delirium, patient/ family/ caregiver health education resource development and interprofessional education.

What drives my work is the deep connection I have with the people around me—the patients, my coworkers and my loved ones. I've seen firsthand how essential it is to provide compassionate, person and family-centred care, not just for patients, but for their families as well. Creating meaningful relationships fuels my passion for nursing, and I'm committed to providing the care and support that makes a difference.

## Meet Kate Duke,

Director, Perioperative Care –  
Advancing care through leadership  
and innovation

I began my career at TOH in 2005, where I had the privilege of connecting with patients and colleagues in direct care. These formative years shaped my leadership style, which is rooted in advocating for nurses and enhancing patient outcomes. In 2012, I transitioned away from bedside care, but my passion for supporting nurses and equipping them for success has remained at the forefront of my career.

As Director of Perioperative Services, I'm proud to lead a team of dedicated professionals who provide lifesaving and life-restoring care. My role has allowed me to champion initiatives that drive both patient care and nursing practice forward. Notable accomplishments include establishing the Bone Marrow Transplant Unit, improving scheduling for better work-life balance and transitioning to a disease site care model to enhance cancer care. In perioperative services, I've led cutting-edge programs, including the Hyperthermic Intraperitoneal Chemotherapy (HIPEC) program, the Steriwave initiative to reduce surgical site infections, and the Virtual



Recovery After Surgery Program, all of which reflect the incredible skill and dedication of our nursing team.

What inspires me most is the dedication of our nursing teams –whether responding to trauma codes, performing complex surgeries, or driving change through the Perioperative Nursing Advisory Council. Their passion motivates me to continue advancing nursing practice and ensure highest standard of care.



## Meet Ley-Ann Mondor,

Clinical Manager – Leading with heart and purpose

This spring marks my 20th year at TOH, and nearly 25 years as a nurse. My journey has taken me through many roles—bedside nurse, mentor, charge nurse, clinical nurse expert, temporary educator and clinical care leader. Since 2020, I've had the privilege of serving as the Clinical Manager of 6NW and the Sixth Floor Observation Unit.

If you had asked me early in my career, I would have said I'd be happy at the bedside forever. There's something incredibly rewarding about direct patient care—seeing the impact of

your work reflected in a patient's smile, a heartfelt thank-you or even tear-filled eyes when words fall short. Those moments are a privilege, and I have deep respect for the frontline staff who show up every day, ready to give their best. They are the backbone of our hospital, and working alongside them shaped me into the leader I am today.

Stepping into leadership, I realized I could make an even broader impact—not just for patients, but for my team. If you've ever heard me talk about my team, you know I call them my work family. I care about them not just as nurses, but as people—parents, students, caregivers, and partners—each balancing life outside these hospital walls. Every shift, they put their own lives on hold to care for others, and my goal is to support them in every way I can.

For me, leadership isn't about titles; it's about being present, listening and ensuring my team feels valued. I am incredibly proud of the work we do together and grateful for the opportunity to lead such a dedicated, compassionate group of professionals.

## Meet Kaitlyn Walters,

RN – Guiding Patients with  
Compassion as a Nurse Navigator

I've had the opportunity to experience nursing from a variety of perspectives throughout my career at TOH—starting as a bedside nurse, moving into roles as a care facilitator and clinical care leader and now, as a nurse navigator with the Medical Assistance in Dying (MAiD) Program. Each role has allowed me to work alongside incredible leaders and colleagues who have shaped my understanding of compassionate care.

In my current role as a MAiD Nurse Navigator, I support patients and their families during an incredibly vulnerable time. It's my mission to ensure that patients receive the highest level of care, respect, and guidance as they navigate the MAiD process. Every day, I'm inspired by the strength and resilience of our patients as they make their own decisions about end-of-life care. It's truly an honour to be a part of their journey and provide the support they need.





## Meet Kalla Levere,

RPN – A passion for the OR and mentorship

I knew early on that the operating room (OR) was where I wanted to be. When I started nursing school in 2005, my clinical placements confirmed it. There was something about the fast-paced environment, the precision of surgery and, most importantly, the teamwork that drew me in. Everyone had a role to play, and when things ran smoothly, it created an incredible sense of collaboration and purpose.

In 2007, I joined TOH as a new graduate, and by January 2008, I was officially training in the OR. Landing my dream job right out of school was an incredible feeling, and I knew how lucky I was to step into a career that truly inspired me.

For the past decade, mentorship has been at the heart of my role. Training new nurses is one of the most fulfilling aspects of my career—watching them grow, adapt and gain confidence in the OR. Every new nurse brings fresh questions and perspectives, pushing me to keep learning and refining my own skills. It's a constant cycle of growth, and I love being part of it.

What keeps me passionate about this work is the constant learning and evolution of medicine. Being part of this dynamic field, surrounded by a team that shares the same drive, has made my career incredibly fulfilling.

## Meet Kyle Gantner,

Clinical Manager, Intensive Care Unit  
– Opening doors to critical care

I've always been passionate about critical care nursing, and as the Clinical Manager of the Intensive Care Unit (ICU) at the Civic Campus, I have the privilege of supporting a dedicated team that delivers exceptional care in some of the most complex situations.

One of the initiatives I'm most proud of is the Open Door sessions, which provide TOH nurses with a firsthand look at critical care and the opportunity to explore a career in the ICU. Not only have these sessions helped us recruit talented nurses, but they've also given our team a platform to share their expertise and showcase the incredible impact of their work. Seeing this initiative grow and be embraced by other departments has been truly rewarding.

What drives me every day is the opportunity to support my team—not just by ensuring they have the tools and resources they need, but by fostering their professional growth and development. Watching them thrive in their careers is the most fulfilling part of my role.





## Meet Sandra Dalgleish,

Clinical Care Leader –

Compassionate care and community connection

I've worked in various roles at TOH since 2015, and as the Clinical Care Leader on the 4WEST Transitional Care Unit. I'm passionate about supporting patients through some of the toughest transitions of their lives.

I believe that small acts of kindness can make a big difference. That's why I started an annual holiday initiative, where we gifted 38 blankets to our patients, and partnered with St. Clare Elementary School to bring over 150 handmade Valentine's Day cards to patients. It's moments like these that remind me of the importance of compassion in nursing.

What inspires me most is the opportunity to make someone's day a little easier. Having helped my grandmother navigate the health-care system, I always try to treat my patients as if they were my own family—whether it's offering a helping hand in the hallway or simply listening to their concerns. A simple act of kindness is a step towards better care.

## Meet Theresa Krepelka,

Nurse Educator, Nephrology –  
Supporting nurses, enhancing Care

For over 15 years, I've had the privilege of working at TOH in both inpatient and outpatient settings. Today, as a nurse educator in the Nephrology program, my passion lies in supporting nurses and ensuring best practices in renal care.

Throughout my career, I've been involved in several quality improvement initiatives, including the rollout of the peritoneal dialysis cyclor conversion, the development of the hemodialysis safety checklist and the integration of case management rounds in the home dialysis unit. I've also contributed to corporate simulation education, helping to enhance learning opportunities for nurses across the hospital.

What inspires me most is the incredible team I work with every day. I feel honoured to support my colleagues by helping them find solutions, ensuring they have the resources they need, and fostering a culture of continuous learning. I believe that knowledge-sharing, whether with experienced nurses or new learners, is key to advancing patient care. Being surrounded by such compassionate and dedicated professionals makes my role truly rewarding.





## Meet Derek Goltz,

Registered Nurse – Leading trauma care with expertise and compassion

I began my nursing career at TOH in 1996 as a bedside RN in the General Surgical and Urology units. Driven by a desire to expand my critical care skills, I transitioned to the Emergency Department (ED) at the Civic Campus in 2004, where I embraced the challenge of emergency nursing at the regional trauma centre.

My extensive time in the ED provided me the opportunity to mentor and lead both newly licensed and experienced nurses in trauma and resuscitation. In 2016, I joined the TOH ED Resuscitation

Committee and played a key role in developing the Pre-call Trauma Code Criteria to improve trauma team activations. This passion for trauma care led me to my current role as Trauma Coordinator in 2019.

I'm proud of the work we've done to provide educational outreach during the pandemic, helping hospitals and EDs across our region stay informed. I've also worked with educators to re-establish credentialed trauma education, offering courses such as Trauma Core Nursing Course and Rural Trauma Team Development Course.

Over the years, I've had the privilege of presenting trauma quality improvement projects at national and international conferences, sharing the great work happening at TOH. What drives me is the hope that my efforts in education, process improvement and system efficiencies will contribute to better trauma care for patients and families across our region.

# Honouring excellence: Celebrating nursing leadership and contributions

## 25<sup>th</sup> Annual Nursing Recognition Ceremony

At TOH, our nurses are more than care providers—they are leaders, educators and innovators shaping the future of health care. The 25<sup>th</sup> Annual Nursing Recognition Ceremony, held on November 19, 2024, celebrated their dedication, professional growth and outstanding contributions.



# By the numbers: Advancing nursing excellence

This year, we proudly recognized 136 nurses for their achievements in education, research and leadership:

35

Conference presentations (Provincial/ National/ International).

17

Bachelor or master nursing degrees completed.

26

Published in peer-reviewed journals.

10

Career advancement (RPN to RN, RN to NP).

34

Specialty certifications earned (CNA & Others).

9

Courses completed in specialty or graduate education programs.

5

External scholarships, fellowships, or research grants awarded.

These accomplishments not only enrich our nurses' careers but also strengthen the care we provide every day. Congratulations to all who continue to grow, lead and inspire!

# Celebrating leadership and impact: Award recipients



## **Dr. Ginette Lemire-Rodger Nursing Leadership Award – *Courteney Munch***

Recognizing a nursing leader who champions human-centered leadership and supports their team's growth.

## **Nurse Educator Award of Innovation Excellence – *Karlie Kelly***

Honouring a nurse educator who advances nursing education through innovative approaches.

## **Nursing Health Education Award – *Kathy Racine***

Celebrating nurses engaged in health education beyond their regular duties.

## **Nursing Quality Improvement Award – *TCU Consult Team***

Recognizing leadership in continuous quality improvement.

## **Sue Robblee Clinical Practice Award – *Kaitlyn Walters***

Honouring a clinical nurse who promotes the professional image of nursing.

## **TOH Nurse Mentorship Award – *Kalla Levere***

Recognizing a mentor who fosters a collaborative and supportive learning environment.

## **Wendy Nicklin Professional Image Award – *Sandra Dagleish***

Celebrating a nurse who has significantly contributed to the professional image of nursing.

## **Annual Team Nursing Award – *Vascular Surgery Unit, A3***

Nominated by patients and families, this award recognizes a team that exemplifies Compassion, Commitment to Quality, Working Together and Respect for the Individual.

To all our nurses: thank you for embodying TOH's core values—Compassion, Commitment to Quality, Working Together and Respect for the Individual. Your leadership, innovation and dedication make a difference every day.

# Recognizing nursing leadership with Senators Rebecca Patterson and Joan Kingston



On April 29, TOH proudly hosted Rear-Admiral (Ret'd) The Honourable Rebecca Patterson at the Civic Campus Auditorium. Senator Patterson joined us for a special ceremony to honour the extraordinary contributions of our nursing staff and leadership, particularly in response to the October 2023 fire incident. This event highlighted the resilience, dedication and professionalism of our nurses in the face of unprecedented challenges, reinforcing their vital role in delivering safe, high-quality care.

The ceremony also featured remarks from Senator Joan Kingston, a lifelong

advocate for nursing and health care reform. As a former nurse and provincial legislator, Senator Kingston brought a unique perspective, emphasizing the importance of recognizing and supporting nursing leadership at all levels.

This meaningful event served as a prelude to Nursing Week, offering a moment of reflection and gratitude for the invaluable role nurses play in our organization and the broader community. It also underscored TOH's commitment to celebrating nursing excellence and fostering leadership in health care.

# Inspiring leadership: Insights from nursing innovators

## Regional Event with Professor Jane Cummings



On April 15–16, TOH had the privilege of hosting Professor Jane Cummings, former Chief Nursing Officer for England and a globally recognized leader in health-care quality improvement. Her visit included a tour of the Civic Campus and discussions with clinical operations teams, culminating in her keynote presentation at a regional nursing leadership forum.

The event, themed "How the Nursing Profession Drives Quality and Accountability," brought together nursing leaders from across the region. Professor Cummings shared valuable lessons from her work in the United Kingdom, sparking dynamic discussions on leveraging nursing leadership to advance quality care. The forum strengthened regional collaboration, showcased innovative ideas and reaffirmed TOH's commitment to driving excellence in health-care delivery.



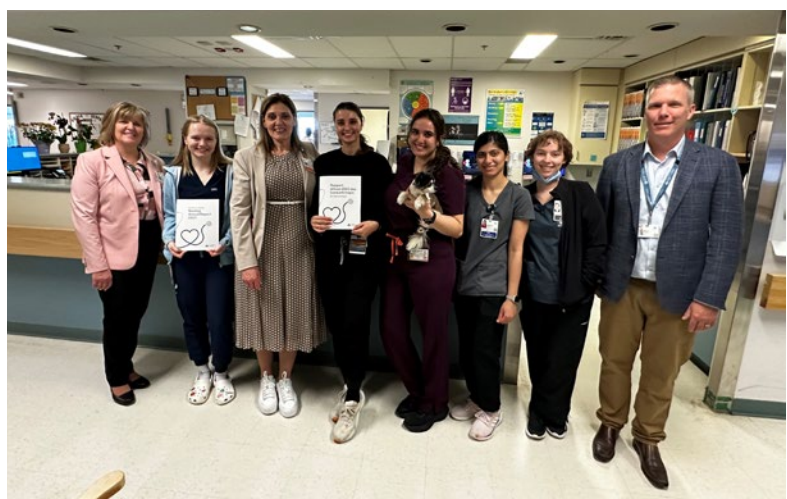
# Celebrating nurses: National Nursing Week 2024

National Nursing Week 2024, themed "Changing Lives. Shaping Tomorrow," recognized the invaluable contributions of nurses in shaping health care's future. Throughout the week, TOH celebrated the dedication, expertise and compassion of its nursing teams with a mix of celebrations, wellness activities and professional development opportunities.

## Engagement with Dr. Karima Velji

On May 22, Dr. Karima Velji, Chief of Nursing and Professional Practice and Assistant Deputy Minister for Ontario, visited TOH. During her visit, Dr. Velji engaged with our nursing teams, facilitating discussions on professional practice and provincial nursing advocacy.

This visit marked a significant step in fostering collaboration with provincial nursing leadership. By connecting our nursing community with provincial initiatives, TOH continues to champion the voice of nurses in shaping health-care policy and enhancing professional practice standards.



## A week of recognition and celebration

Nurses at TOH celebrated their profession through a variety of initiatives, including:

- A social media campaign spotlighting TOH nurses and their impact.
- Daily hospital-wide updates promoting leadership visits, pet therapy and wellness resources.
- Professional development opportunities, such as ICU open-door sessions and virtual research presentations.
- Celebratory events, including complimentary treats, rose deliveries, prize draws and giveaways such as pizza coupons and Nordik Spa-Nature passes.

## Nursing Professional Development Day

On May 7, TOH hosted its annual Nursing Professional Development Day, providing a platform for nurses to share knowledge, discuss innovations and engage with peers. Members of the Corporate Nursing Clinical Practice Committee (CNCPC) presented key initiatives from the past year, highlighting work that enhances nursing practice, patient care and workplace environments.

Through an open call for nursing-led abstracts, eight teams were selected to present research, clinical innovations and quality improvement initiatives, including:

- **Standardizing interprofessional education for patients and families leaving the hospital after stroke**  
*Isabelle Martineau & Hailey Pettem, Stroke Nurse Specialists, Champlain Regional Stroke Network*
- **Advancing nursing knowledge for optimal care of confused patients**  
*Muzhgan Nasir, RN, Inpatient General Surgery, Civic Campus*
- **MAPPED – Multimedia approach to post-partum education and discharge**  
*Samantha Adams, RN, Combined Care, Civic Campus*

- **Development and implementation of a provincial framework for lower-limb preservation**

*Christine Murphy, Advanced Practice Nurse, Limb Preservation*

- **Palliative nurse-to-nurse referrals for hematology**

*Simon Hamilton, RN Consultant, Supportive & Palliative Care, & Julianne Howes-Rousseau, Advanced Practice Nurse, Supportive & Palliative Care*

- **Dementia behavioural support resource for the Emergency Department**

*Vera Hula, RN, Dementia Support Team & Jennifer Koop, Advanced Practice Nurse, Dementia*

- **Improving urinary continence care and reducing falls: Putting knowledge into action**

*Toba Miller, Manager, Corporate Wound & Ostomy Team & APN, Wound, Ostomy, Rehabilitation, & Lindsay Wilson, Nurse Educator, 4W, Transitional Care Unit & Bearbrooke*

- **Improving timely access to substance use resources for trauma patients: A quality improvement initiative**

*Michelle Cote, Clinical Care Leader, NACU & Trauma; Jennifer Inglis, RN Educator, NACU, Trauma & Neurosciences Clinic; Tali Cahill, Advanced Practice Nurse, Substance Use Program*

These initiatives reflect the expertise, leadership and commitment of TOH nurses in advancing patient care.

To all TOH nurses: thank you for your dedication, innovation and commitment to excellence. Your work shapes the future of health care every day.



*Pet therapy visits to units during Nursing Week*

# Corporate Nursing Clinical Practice Committee



The Ottawa Hospital's Corporate Nursing Clinical Practice Committee (CNCPC) provides a platform for clinical nurses to collaborate, share insights and contribute to decision-making that directly impacts nursing practice and patient care. With each unit represented by a clinical nurse, the committee ensures diverse perspectives are heard and integrated into hospital-wide initiatives.

In 2024, CNCPC returned to in-person meetings, welcoming 45 new members—many of whom participated in their first-ever face-to-face session. Meeting monthly from September to June, the committee engages in dynamic discussions, interactive presentations and focused project work.

## A year of engagement and innovation

This past year, CNCPC members made key contributions including:

**Journal club participation:** Nurses exchanged evidence-based insights to enhance practice.

**Guest speakers:** Discussions on emerging topics such as new campus development and artificial intelligence in health care.

**Direct feedback:** Sharing valuable input with nursing and hospital leaders, contributing to key strategic initiatives.

## Driving change through sub-group initiatives

CNCPC members worked collaboratively in smaller project groups, leading initiatives that drove meaningful change, including:

**Novice nurse support:** Launched the development of a Novice Nurse Workshop to support onboarding and early-career nurses.

**Improving communication:** Developed a tip sheet to increase awareness and utilization of online interpretation services, improving patient experience and care.

### **Epic & documentation optimization:**

Provided guidance on order management, identified improvements to flowsheets and shared efficiency tips to enhance documentation practices.

These initiatives were showcased in presentations to TOH Nurse Leaders and stakeholders at the Annual Professional Development Day in May, highlighting the tangible impact of CNCPC's work.

The CNCPC continues to be a testament to the power of engaged nurses in shaping practice, driving innovation and advocating for excellence in patient care.

# Professional Practice Council: Enhancing interprofessional collaboration & best practices

The Professional Practice Council (PPC) is a collaborative forum where members from various regulated health professions discuss interprofessional issues related to clinical practice, education, research and health-care delivery. The PPC meets monthly to address key challenges and develop actionable solutions to drive continuous improvement across the hospital.

## Recent initiatives and focus areas

- **Enhancing interprofessional policies:** Developing and refining policies to better support collaboration across disciplines.

- **Advancing education strategies:** Aligning educational strategies with best practices to ensure continuous professional development.

By fostering collaboration between professions, the PPC ensures that our strategies reflect evolving health-care needs and reinforce our commitment to best practices in patient care.

# Investing in nursing excellence: Education & professional development

At TOH, continuous learning is integral to our mission of nursing excellence. We recognize that ongoing education not only enhances clinical expertise but also strengthens nurse retention and job satisfaction. Through structured learning opportunities, financial support and academic partnerships, we empower nurses to advance their careers and provide world-class patient care.

## Empowering nurses through Nursing Education Days

Nursing Education Days offer nurses the opportunity to deepen their expertise, update their knowledge and integrate innovative health-care practices into their daily routines. These sessions, led by advanced practice nurses and nurse educators, are essential not only for clinical advancement but also as a retention strategy—helping to empower our nursing workforce for long-term success.

## Key highlights from 2024

- 27 Nursing Education Days held across TOH.
- 650+ nurses participated, engaging in hands-on, practical learning.
- Interprofessional collaboration expanded, allowing staff from different disciplines to learn together in alignment with the TOH Education Strategy.

*"The education days provided me with practical tools I could immediately apply in my unit. It's great to see TOH investing in our growth!" - TOH Nurse*

# Financial Assistance Program for TOH

Each year, TOH supports nurses in pursuing continuing education through generous financial assistance programs. In 2024, thanks to the

support of our generous donors we disbursed **\$110,849.07** in funding, helping nurses stay at the forefront of health-care advancements.

## Education funding breakdown (2024)

Funding Event	# of Recipients	Amount Paid
Bursaries	11	\$39,800.00
Partial Tuition Reimbursements	79	\$44,236.02
Conferences/Workshops/Courses	132	\$22,991.82
CNA Certifications/Recertifications	18	\$5,526.12
<b>Total</b>	<b>240</b>	<b>\$110,849.07</b>

Key Takeaway: More than **240 nurses** received financial support in 2024, enabling them to pursue additional credentials, attend conferences and enhance their clinical expertise.

# Strengthening partnerships with academic institutions

Nursing Education at TOH plays a pivotal role in fostering **collaborative relationships with universities, colleges and health-care agencies** to support clinical training and workforce development.

## 2024 Partnership Highlights:

- **New collaboration with Nipissing University:** Enables TOH RPNs to pursue a BScN on a part-time basis, advancing their careers while continuing to work. for clinical placements, ensuring they maintain critical care skills while providing additional support to our teams.
- **Ongoing partnership with the Department of National Defence (DND):** TOH hosted 27 military nurses
- **Expansion of Personal Support Worker (PSW) student placements,** strengthening the future health-care workforce.

## Student placements at TOH (2024)

Placement Type	Total Students
Nursing students	1,860
DND	27
Post RN/RPN	27
MScN and NP	38
PSW	34
Total Placements	1,986

These placements not only provide invaluable hands-on experience but also contribute to patient care and workforce sustainability at TOH.

# Enhancing clinical learning experience

To ensure a quality clinical learning environment, TOH introduced new policies and systems in 2024 to support student placements and preceptors.

## New Nursing Student-Learner Placement Policy (NUR 1742)

This policy, developed by Nursing Education and Nursing Professional Practice, sets clear guidelines for:

- Creating safe and high-quality learning environments for nursing students.
- Defining the scope of practice for students in different learning stages.
- Supporting TOH nurse preceptors in their teaching role.

## New onboarding registration system: NirvSystem

In May 2024, TOH introduced NirvSystem, a streamlined platform for nursing student onboarding. This system enhances:

- Risk mitigation through better tracking of pre-placement requirements.
- Improved communication between TOH and students.
- Efficient record-keeping for compliance and credentialing.

## Welcoming new nurses: Onboarding & Orientation

Each year, TOH's Nursing Education Team welcomes new nurses through a structured corporate nursing orientation program that integrates multiple learning methods.

### 2024 new nurse orientation stats:

- 703 nurses onboarded through TOH's program.
- Sessions were held every four weeks, with an on-demand option for flexibility.
- Expanded to include interprofessional team members (e.g., Respiratory Therapists), fostering collaborative learning.

## Orientation structure:

- Virtual & in-person learning: Mix of live presentations, EMR training and skills-based simulation.
- Hands-on practice: Nurses engage in clinical scenarios to build confidence.
- Flexible learning options: On-demand modules support nurses in high-demand areas.

*"The structured orientation made my transition into TOH seamless. The hands-on sessions were incredibly valuable." – Newly Hired Nurse*

## Mentorship program for new nurse educators

To support the next generation of nursing educators, TOH offers a structured mentorship program for new Nurse Educators.

Key program elements:

- **Mentorship pairings:** New educators are matched with experienced mentors based on clinical interests.
- **Regular check-ins:** Ongoing one-on-one meetings for guidance and support.
- **Professional development workshops:** Focused on teaching strategies, curriculum design and assessment.
- **Simulation training:** Equips educators with tools to develop simulation-based learning for nurses.
- **Feedback & reflection:** Continuous improvement through structured evaluation sessions.

With these strategies, the Nursing Education Team ensures that new Nurse Educators are well equipped in their role to support novice nurses at the bedside, contributing to the overall success of TOH's nursing education programs.

## Enhancing digital literacy: Empowering nurses to lead in the digital age

As part of TOH's Nursing Strategy, we've partnered with Nursing Education and the Digital Education Team to enhance Epic training, ensuring our nurses have the digital skills needed to provide exceptional care. Here's how we're making digital literacy more accessible and relevant to our nurses:

### **Epic education for novice nurses: Empowering confidence from day one**

We've revamped the Epic onboarding experience for novice nurses to ensure they're confident and prepared to use our digital tools from the very first day.

- **New curriculum for inpatient nurses:** We've updated the Epic training to better support inpatient nurses, with plans to expand it to other areas of practice. This curriculum is designed to help you navigate Epic effortlessly, allowing you to focus more on what matters most—our patients.
- **Building confidence:** Our goal is to ensure new nurses feel empowered to use Epic efficiently, enabling them to provide high-quality patient care without the stress of navigating complex systems.

### **Ongoing learning: Mastering Epic tools for every stage of your career**

We know that digital literacy is an ongoing journey. That's why we offer opportunities for nurses at all experience levels to continue learning and enhancing their Epic skills.

- **Epic refresher: Master the basics** – A refresher course to help nurses revisit foundational skills. Whether they're brushing up on basic workflows or just need a quick refresher, this course ensures nurses are always prepared.
- **Epic bootcamp: Level up your skills** – For experienced nurses who want to take their Epic skills to the next level. Learn advanced workflows and become an Epic pro to enhance your practice and workflow.

**"Nurses who've completed the Bootcamp have shared how much more confident they feel handling complex workflows in Epic, making their days more efficient and allowing them to focus on patient care."**

## On-unit Epic support

We're bringing Epic support directly to the units to make learning more accessible and practical for our nurses.

- **Documentation myth busters and flowsheet efficiency:** These on-unit sessions are designed to help reduce the time spent on documentation, so nurses can spend more time with their patients.
- **Direct support where it is needed most:** We're delivering education right on the unit, so nurses don't have to leave their shift to get the training and support they need.

We've heard from nurses who've taken part in these sessions that they've seen a real difference in how much time they can now dedicate to patient care rather than documentation.

## Credential training for nurse educators: Supporting digital growth

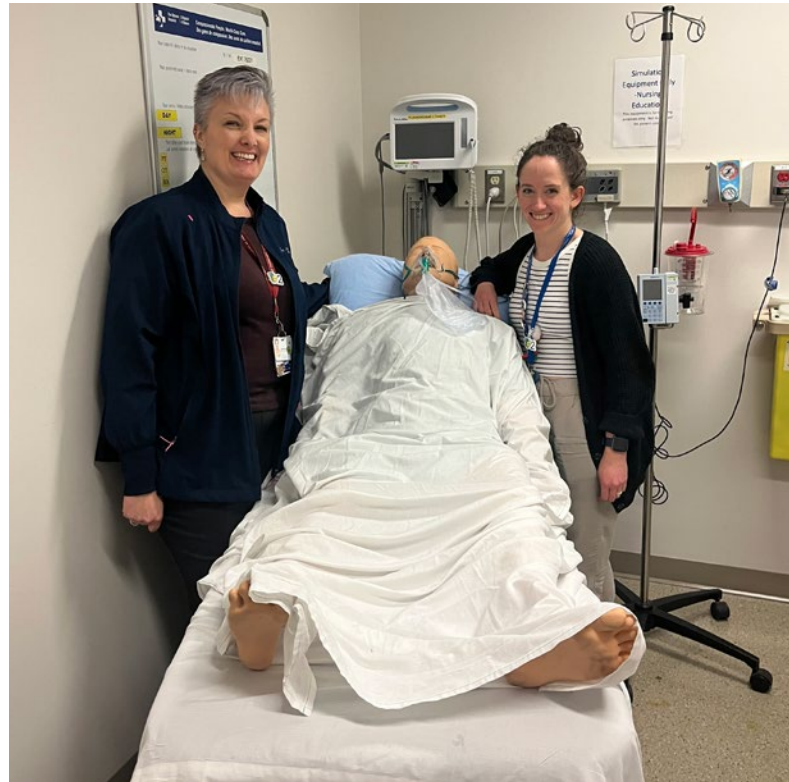
Our nurse educators play a key role in supporting digital education. To help effectively guide our nurses, we've introduced a standardized Epic Credentialing Training Program.

- Supporting our educators, supporting you: The Epic Credentialing Training Program equips educators with the knowledge and skills to provide personalized, hands-on training to nurses, ensuring nurses have the support they need every step of the way.
- Expanding education across areas: The first cohort of educators trained on the inpatient curriculum will soon extend to outpatient areas and specialty units like Obstetrics, Peri-ops and Emergency Departments, ensuring all nurses have access to the same high-quality training.

# Advancing education & simulation-based learning

The Ottawa Hospital is making a significant investment in simulation-based learning to enhance the skills of its health-care providers. Research indicates that hospitals with strong simulation programs experience improved patient outcomes, a strengthened organizational culture, increased staff attraction and retention and fewer sick calls.

TOH's Simulation Program has engaged thousands of health-care providers, made possible by the dedication of trained Nurse Educators and Clinical Preceptors who facilitate high-quality learning experiences. Support from the University of Ottawa Skills and Simulation Center further enables TOH to offer diverse and impactful simulation training.



## Simulation education by the numbers (2024)

Program	Number of Learners
Mobile skills and simulation cart	1,001
Corporate nursing orientation skills and simulation days	739
Nursing clinical skills and simulation days	47
Introduction to simulation faculty development	17
Simulation champions	2

## Looking ahead

As TOH continues to invest in simulation-based education, the program aims to expand interprofessional training, develop innovative learning modalities and strengthen its impact on patient care. The continued collaboration between educators, frontline staff and academic partners ensures that TOH remains at the forefront of health-care simulation in Canada.

# Elevating practice: Empowering nurses through the Nursing Prevalence Survey

At TOH, nurses are key drivers of innovation and quality improvement. Through the Nursing Prevalence Survey, we collect real-time data on nurse-sensitive indicators to inform best practices, enhance patient outcomes and support frontline teams.

In October 2024, nearly 90 frontline nurses participated as surveyors, evaluating over 1,300 patient charts and conducting physical assessments for nearly 1,200 inpatients. This initiative examined critical areas like:

- Delirium
- Pressure injuries
- Restraint use
- Falls
- Pain management
- Catheter-associated urinary tract infections
- Clinical tactics (e.g., care board completeness, bedside shift report compliance)

The survey results reinforced many strengths across the organization and identified targeted opportunities for improvement. As a direct result, the Fall Prevalence Survey led to the formation of the Nursing Advisory Council to drive evidence-informed improvements in nursing care.

By continuously measuring and acting on these insights, TOH fosters a culture of data-driven decision-making, ensuring nurses have the tools and support to deliver safe, high-quality and compassionate care.



*Nursing Prevalence Education Day October 2024*

# The Ottawa Hospital nursing workforce by the numbers

Position	Headcount
Total nurses (registered nurses, registered practice nurses, nurse practitioners, union and non-Union)	4,341
Total Registered Nurses (Union and Non-Union)	3,637
Total Registered Practical Nurse (Union and Non-Union)	702
Nurse Practitioner	32
Advanced Practice Nurse	14
Care Facilitator	64
Clinical Extern	106
Nurse Educator	61
Nurse Specialist	17





The Ottawa  
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