



# Nursing Report

## A Message from Jane

I am thrilled to celebrate, recognize and thank the incredible nurses across Sinai Health.

Nurses have a daily impact on a patient's health care journey, while also playing an important role in improving our health-care ecosystem. Sinai Health nurses are implementing new quality improvement initiatives; translating best practices into care; sharing knowledge through teaching and education; discovery and innovation in clinical care; and leveraging health information technology to improve practice.



We see this come to life every day at Sinai Health, from delivering compassionate and high-quality fundamental care at the bedside, leading and supporting our teams, and advancing our academic practice strategy. Some of our significant nursing milestones this year include:

- Across Sinai Health, 150 clinical externs have transitioned to nursing roles since the program began in 2021, an investment in the next generation of nurses.
- Nurses continue to support major initiatives like Accreditation, Stroke Distinction, Unit Councils and Magnet re-designation.
- We are home to the Science of Care Institute and Centre for Nursing Excellence, a place for nurses and health disciplines to lead and engage in research and innovation in places where care happens. More than 100 clinicians and staff are involved in over 20 funded projects.
- We continue to make strides on Sinai Health's Professional Care Delivery Model Project (PCDM), soon welcoming Registered Practical Nurses to our nursing skill mix at Mount Sinai Hospital.

I enjoy and value every opportunity I have to hear from many of the nurses across Sinai Health about what enables you to deliver high-quality nursing care. I have been struck by the sense of pride and commitment you have to your profession, to your colleagues and to your patients. Nurses are each other's mentors, educators, students and sounding boards. I am confident that we will continue to forge an exciting path forward for nursing at Sinai Health, one that reflects the needs of our care teams, the needs of our patients and the larger health ecosystem.

Thank you for the inspiring work that you do. It brings hope to our patients, and to me as we work together to shape the future of nursing at Sinai Health.

Regards,

Jane

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

**Jane Merkley**

*Executive Vice President, Chief Nurse Executive  
& Chief Operating Officer, Sinai Health*

# Mount Sinai Hospital Nursing Facts

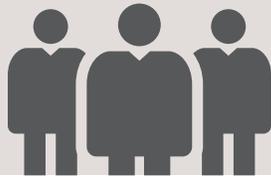
We have  
**285 nurses**  
with a specialty  
nursing  
certification



We have  
**1,446 nurses**  
(direct care  
and leadership)



We have  
**23 unit-based  
councils**



We have  
**70 Clinical  
Externs**



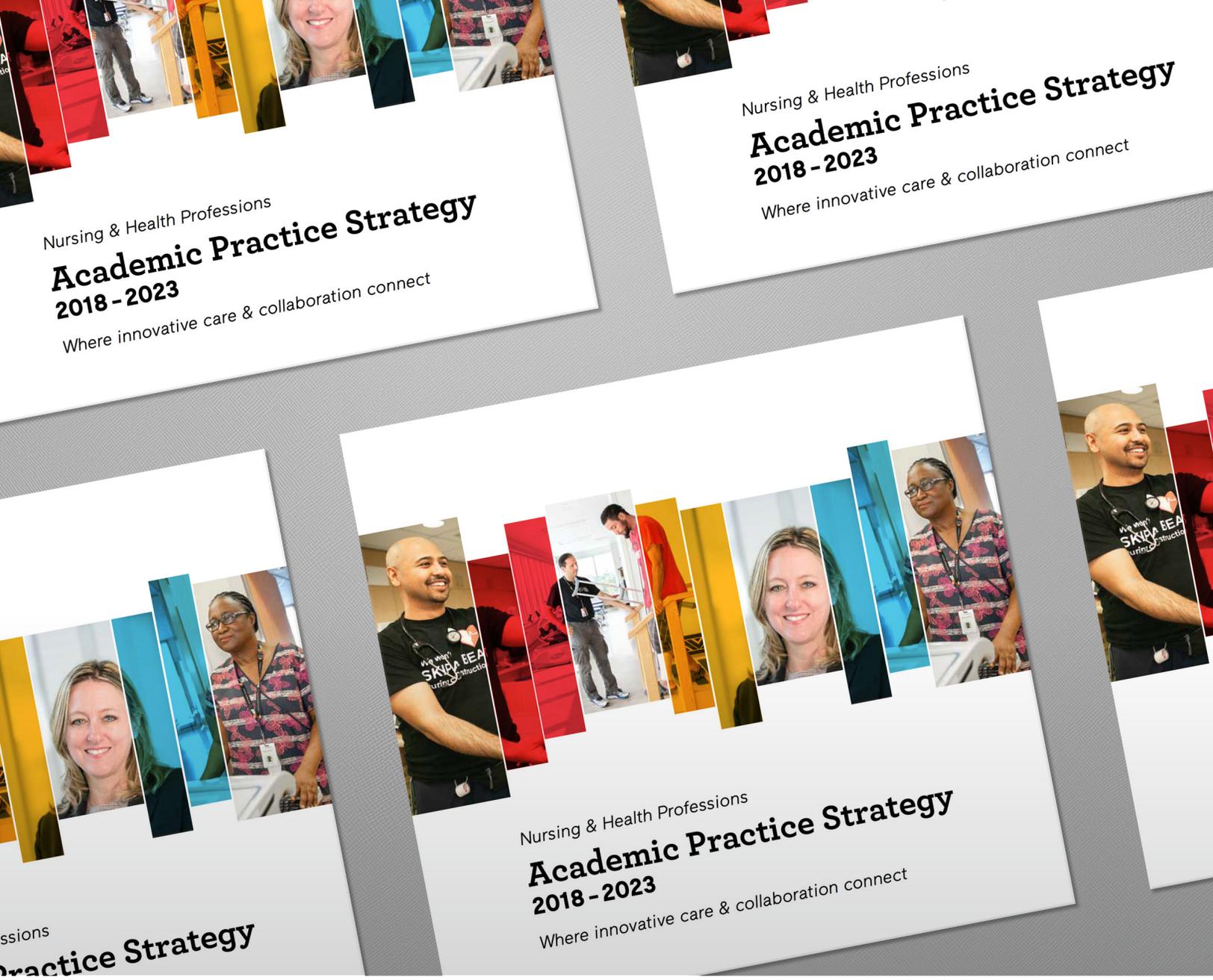
We have  
**82 Clinical Externs**  
that transitioned into nursing  
positions since  
the start of  
the program.



We have  
**72 nurses**  
with greater  
than 30 years of  
service



In 2024, we recognized a special milestone—Judy Tessler, an incredible nurse in our Intensive Care Unit, marked 50 years at Mount Sinai Hospital! Judy's dedication, compassion and expertise have made a huge difference in so many lives over the decades. Her team honoured her amazing contributions with a celebration.



## Academic Practice Strategy

In 2018, we introduced Sinai Health’s first Academic Practice Strategy. The strategy described in a tangible way how our nursing and health professionals contribute to our patients’ experience and their outcomes, and to improving care deliver for our community.

Since the launch, we have had many achievements against our key priorities, including the launch of our Science of Care Institute, the ongoing development of our Professional Care Delivery Model, and an internationally accredited transition to practice program.

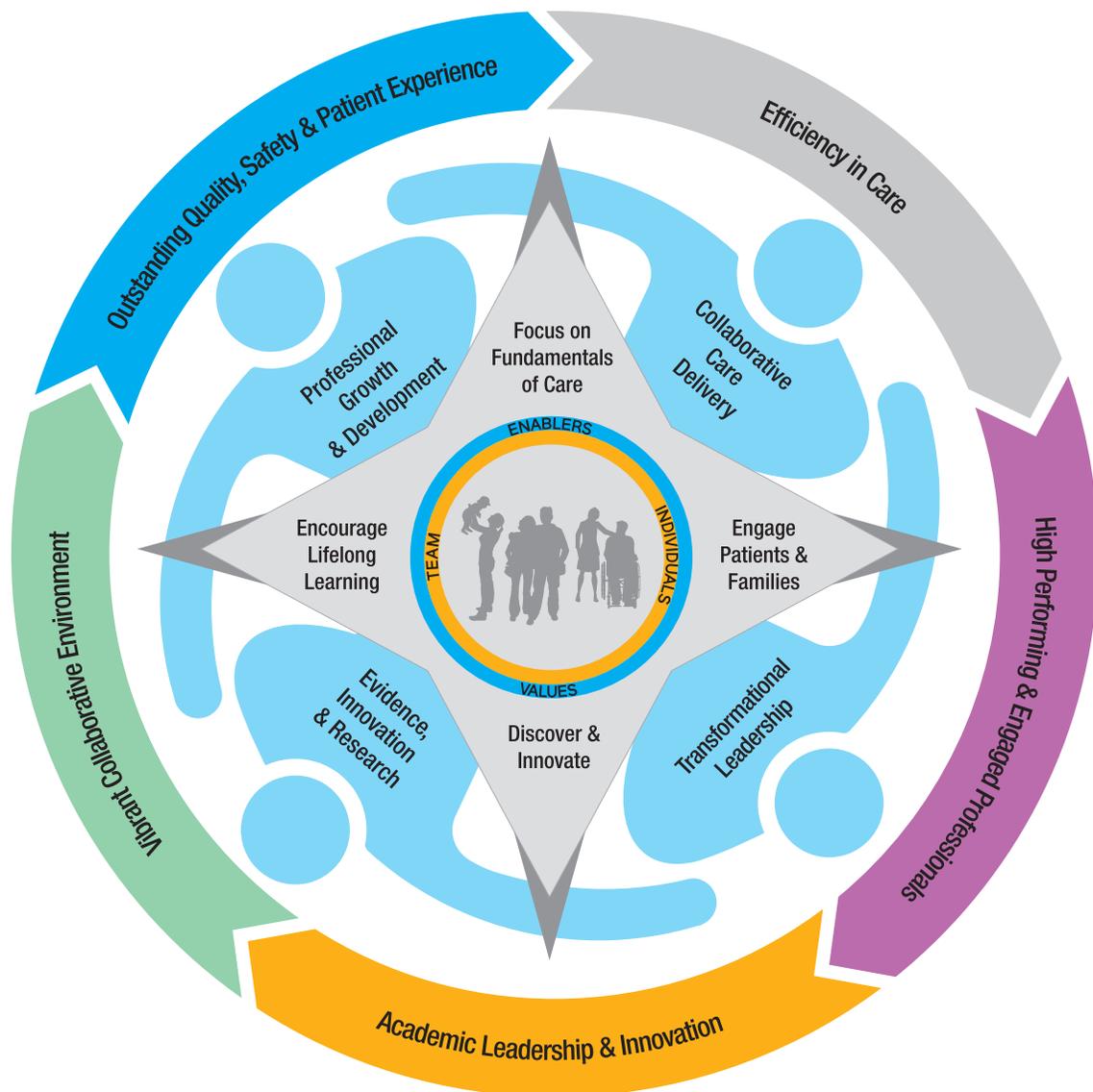
Now, after extending our strategy, we are refreshing it to align with Sinai Health’s Strategic Plan. Anchored by our strategic priorities, and our Purpose to care, create possibilities and offer hope, the refreshed strategy will demonstrate how Academic Practice is an enabler of our vision to discover and deliver life-changing care.

# Our Professional Practice Model

In 2018, we introduced Sinai Health's first Academic Practice Strategy, which included our new Professional Practice Model. Our Professional Practice Model describes the essence of our Academic Practice Strategy, it conceptualizes the interrelationship between practice, research, education, professional growth and transformational leadership.

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

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





## Awards and Recognition

Every year, Sinai Health takes the opportunity to recognize and celebrate our nurses during national Nursing Week. In addition to award ceremonies and leadership walks, Sinai Health recognized nursing professionals internally with an email and town hall featuring our Chief Nurse Executive, as well as externally with celebratory stories and videos.

While nursing week is a natural opportunity to recognize nurses, we also recognize their impact throughout the year.

### Academic Practice Awards

The annual Academic Practice Awards, aligned to our Academic Practice Strategy, celebrate nursing and health disciplines for their new discoveries, ideas, and approaches to care that improve patient outcomes and contribute to work environments that allow them to thrive. Recipients of these awards are role models who exemplify our purpose: to care, create possibilities and offer hope. They are leaders to their colleagues, advocates for their patients and exemplify the spirit of professional practice and scholarship. They are helping us to achieve our vision to discover and deliver life-changing care.

In addition to a number of health discipline colleagues, five nurses were recognized with an award.



## Compassionate Care Awards

The Nursing Champion of Compassionate Care Award recognizes the amazing, extraordinary and compassionate care of Sinai Health nurses. Inspiring stories were received from patients, families, team members, managers, physicians and nursing colleagues. There were 57 nominations in total of nurses that are exemplars of compassionate care; inspiring mentors, role models of teamwork and resiliency among other attributes. Each winner was presented with a certificate and cheque for \$250. The funds for this award came from a partnership Leanne Ginty, Senior Director, Nursing Education and Academic Affairs, and Learning Management and Innovation, made with the Sinai Health Foundation while on her personal journey as a champion of care. Eleven nurses at Mount Sinai Hospital received this award.

## Scholarships

### Nursing Week Scholarships

A highlight of nursing week is the annual scholarship ceremony. During which Sinai Health nurses are recognized for their dedication to pursuing further education to expand their knowledge in their field. In 2024, we acknowledged 10 nurses, including seven from Mount Sinai.



## Laura Mary Teague Scholarship

The Laura Mary Teague Scholarship Foundation is an initiative designed to support Ontario's nurses and nurse practitioners who are dedicated to advancing their expertise in the specialized field of wound care. It honours the legacy of Laura Mary Teague, PhD, and Nurse Practitioner and her extraordinary contributions in the realm of wound care. Laura was a valued member of Sinai Health's nursing team and a trailblazer in the nursing profession.

Annually, the fund will award a scholarship to selected individuals demonstrating a passion for wound care, a commitment to clinical excellence, and a clear intention to contribute to the advancement of the field. One scholarship will be awarded to a nurse at Sinai Health, while another will be awarded to a nurse within the province of Ontario.

The Scholarship Foundation was made possible by Laura's husband, David Breukelman and her family in partnership with Sinai Health Foundation.

## How donated placenta is being used to treat complex wounds

After suffering from a leg infection caused by damage to the blood vessels, Sidney was urgently admitted to the Intensive Care Unit (ICU) at Mount Sinai Hospital. He spent nearly three months in the ICU before being transferred to Hennick Bridgepoint Hospital for rehabilitation.

Initially, Sidney's prognosis was bleak, he was told his leg may need to be amputated. Thanks to innovations in wound care therapy, Sidney was offered a promising treatment involving the use of placental tissue dressings.

Laura Teague, a nurse practitioner specializing in wound care was pivotal in preparing his wound and initiating the treatment. Thanks to the collaborative efforts and dedication from the late Dr. Teague, the Tissue Bank, and Sinai Health's wound care team, Sidney's treatment preserved his leg.

# Nursing Research and Innovation

## Science of Care Institute and Nursing Centre of Excellence

Established in 2022, our Science of Care Institute at Sinai Health brings together the former Bridgepoint Collaboratory for Research and Innovation, and a newly created Centre for Nursing Excellence with an annual operating budget of more than one million dollars. The Science of Care Institute serves as a hub for nurses, health disciplines, physicians, employees, and researchers by providing research and innovation programs; funding for research and innovation projects; and, new scientific positions such as an embedded scientist.

Our purpose is to make compassionate care matter. We enable ideas to improve care and our care environment to be taken to action through inquiry, innovation, improvement and implementation resulting in impact and insights in our discovery and delivery of life-changing care.

The Science of Care Institute is on a growth trajectory that builds on a strong foundation of researchers, clinician-scientists, and trainees affiliated with Lunenfeld-Tanenbaum Research Institute (LTRI) working together to produce high-quality research to drive health system transformation. LTRI is one of the world's leading biomedical and health systems research centres. Strong partnerships with the clinical programs and support departments within Sinai Health, and our health system partners ensure that scientific knowledge is used to promote human health and health system improvement.



## Centre for Nursing Excellence

A foundational component of our Science of Care Institute is the Centre for Nursing Excellence. Launched in December 2021 with an investment of \$10 million. This investment was led by Maxine Granonsky Glaskin, a member of Sinai Health Foundation's Board of Directors, along with several other female philanthropists who wanted to acknowledge the key role nurses have at Sinai Health, and beyond. Our Centre for Nursing Excellence is central to achieving Magnet® New Knowledge, Innovations and Improvements requirements, and advancing discoveries and innovation in how compassionate nursing care is co-designed, implemented, and measured. Close to \$200,000 in funding has been provided for more than 30 nurse-led research and innovation projects at Mount Sinai Hospital.

Our research and innovation projects cross over several clinical and departmental programs and are often interprofessional in nature.

## Professional Care Delivery Model

The process to create a new Professional Care Delivery Model (PCDM) is underway. The new PCDM will create a care environment and staffing structure that is proactive, flexible and sustainable to meet the evolving fundamental care needs of our patients and the health-care system.

The primary objective of the new PCDM is to create a nimble and responsive care environment for both our people and our patients, which means having the most appropriately staffed teams in place to ensure that sustainable and efficient quality care is delivered. Nursing, as our largest workforce, is the initial focus of the PCDM work, while appreciating that our nurses work within an interprofessional team.

The project team is collaborating with key stakeholders (e.g., labour partners, leadership, clinical teams, employees) to co-design a staffing model where core processes can be customized to the unit needs, and help enhance the care experiences we deliver. These assessments enable us to determine what optimal team models look like, reflective of unit based specialized and patient population care needs. There have been 13 units who have been involved in various stages of PCDM assessment and implementation.

Ultimately, this approach ensures we use evidence informed models of care to ensure all people are working to full optimal scopes of practice while providing high-quality safe care and service.



# Awards of Distinction



## Magnet Re-Designation

Mount Sinai Hospital remains the only hospital in Canada to have achieved the ANCC Magnet® designation, which recognizes healthcare organizations for excellence in nursing. The ANCC Magnet Recognition Program® is a prestigious honor awarded by the American Nurses Credentialing Center (ANCC), and it is recognized globally as the gold standard for nursing excellence.

Mount Sinai Hospital is now in the process of completing its third designation (the first designation was awarded in 2015). This requires the hospital to meet rigorous standards to demonstrate excellence in care with respect to Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; and New Knowledge, Innovations and Improvements.

Magnet® hospitals demonstrate high-quality nursing practices, clinical outcomes, patient safety, and satisfaction, as well as ongoing professional development support. This is a prestigious achievement that reflects Mount Sinai Hospital's commitment to clinical excellence.



## Practice Transition Program

In 2024, Mount Sinai Hospital's Neonatal Intensive Care Unit (NICU) achieved accreditation by the American Nurses Credentialing Centre (ANCC) Practice Transition Accreditation Program® (PTAP). PTAP sets the global standard for hospital nursing residency or fellowship programs. Our NICU is the only one in Canada to achieve this prestigious accreditation.

Mount Sinai's NICU specializes in state-of-the-art medical and technical care for extremely premature and low birth-weight infants. Specialized training is required to handle the complexities of patient care. For new graduate nurses, the transition into a clinical setting can come with challenges. This recognition is a demonstration of the NICU's commitment to supporting new nurses transitioning into the clinical environment.



## Accreditation

Accreditation is a framework that health-care organizations use to ensure they meet high standards of quality and patient safety. Accreditation Canada offers this framework for continuous improvement in health care through assessments, evaluation and the establishment of national standards. By obtaining accreditation, health-care organizations demonstrate their commitment to delivering safe, effective, and patient-centered care.

In June 2022 and 2024, Sinai Health underwent Accreditation across its clinical programs, departments and services. Some highlights from the surveyors, include:

- Everyone works, and everything is done, with the purpose of providing care for all that need Sinai Health services.
- The organization's commitment to people-centred care is evident from patients and families and in the collaborative team-based approach to care.
- The implementation of 14 Patient and Family Advisory Councils is a testament to Sinai Health's commitment to person-centred care.
- Staff are caring, compassionate, and committed to providing person-centred care to optimize wellbeing and enrich the lives they care for.

Between the 2022 and 2024 on-site survey, 99.7 per cent of all standards were met, leading to Sinai Health maintaining its Accreditation with Exemplary Standing.





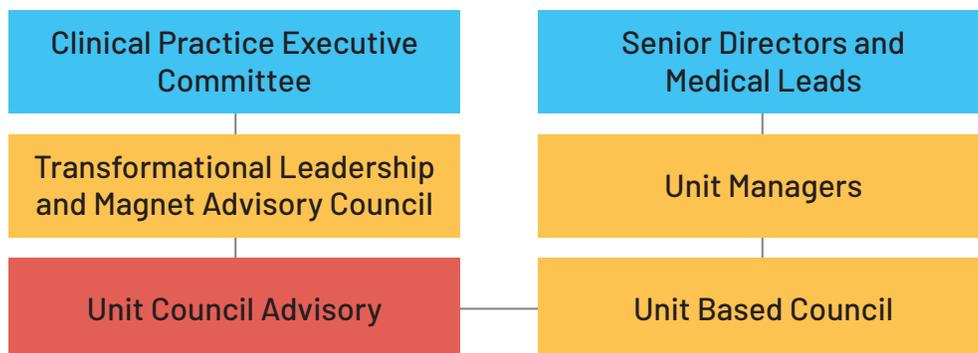
## Shared Governance

Shared governance at Mount Sinai Hospital is beneficial because it promotes clinician involvement in decision-making and gives direct care teams a voice in policy and practice decisions.

Mount Sinai Hospital has 23 active Unit-Based Councils across inpatient and ambulatory settings, which are foundational to the shared governance approach at the Hospital. The Unit-Based Council is a forum which creates opportunities for continuous learning, decision-making and staff engagement at the level where service/care is provided. Interprofessional staff work as partners to collaborate with each other, problem-solve and implement change to enhance patient care, professional practice, and the quality of the work environment.

The reporting structure below outlines accountabilities for the Councils and also ensures line of site for the important improvement work being led by these teams. Councils report up through their respective units and programs, but the Council Co-Chairs also sit on the Unit Council Advisory Committee that reports into the Clinical Practice Executive Committee.

### Unit Council Advisory Reporting Structure



## Examples of Unit Council Projects:

- **11 North:** Revamp of Tracheostomy care eLearning module to embed evidence, as well as information from interprofessional stakeholders and experts. This resulted in an improvement in staff-described knowledge relating to tracheostomy care as well as publication in the Journal of Continuing Education in Nursing.
- **Pre-Admission Unit (PAU):** Implemented a trial of the Delirium Risk Assessment Score (DRAS) tool during the preoperative assessment to screen for postoperative delirium risk. This has enabled early identification of at-risk patients as well as advanced care planning. This trial was successful and has now become part of standard screening processes within PAU.
- **Mother Baby Unit:** Re-implemented the role of Infant Feeding Champions on the unit to better empower direct care nurses to support parents with Infant Feeding. Champions now attend an Infant Feeding certification course to be equipped with the knowledge, skill and judgement to support this important aspect of patient care.

*“As a General Internal Medicine nurse at Mount Sinai, I’ve had the privilege of serving patients for the past 16 years. I’ve been consistently humbled and inspired by the immense impact our work can have on the lives of those in our care. Though the path is not always easy, the joy of seeing my patients content, empowered and satisfied with their care makes every obstacle worth overcoming.”*

*Rizelle Que, RN*



# Award Recipients

## Joy in Work Award

**Maksim Morgulis**, Registered Nurse, Operating Room

## Transformational Leadership Award

**Wendy Macey**, Patient Care Manager, PACU and PAU

## Education & Professional Development Award

**Eden Chang**, Clinical Nurse Specialist, PACU and PAU

## Collaborative Practice Award

**Chris Brown** and **Nhi Nguyen**, Acute Pain Service

## Compassionate Care Awards

**Maya Tibbetts**, 10 North

**Muanza Mubenga**, 10 North

**Mihaela Elez**, 12 South

**Tess Collantes**, Cancer Care Clinic

**Victoria Aziz**, Emergency Department

**Amy Knecht**, Family Practice

**Cynthia Pierce**, Family Health Team, Vaughn site

**Tanya Di Gregorio**, Labour and Delivery

**Annika Prashad**, Neonatal Intensive Care Unit

**Ivy Cheung**, Psychiatry

**Rebecca Lemieux**, Geriatrics

## Nursing Week Scholarships

**Debra Hodgins Nursing Education Scholarship: Emily Lovrics**

**Nursing Clinical Practice Scholarship: Chelsea Hall and Michaela Lang**

**Helen Evans Nursing Education Scholarship: Trisha Ryk**

**Quality and Safety Nursing Scholarship: Betty Wang**

**Wolf and Esther Goldstein Scholarship: Jessica Trigiani and Vonny Wong**

## Centre for Nursing Excellence Projects

### **Postoperative Voiding Trials in Outpatient Gynecology, Urogynecology, and Gynecologic Oncology Patients**

Nurse Lead/Co-Lead: Chantel Galang

### **Examining Multi-Centre Strategies for Managing Fetal Pain**

Nurse Lead/Co-Lead: Tasha Simpson

### **Incisional Surgical Site Infection Prevention Strategy**

Nurse Lead/Co-Lead: Nelli Mareeva

### **Promoting Quality of Life for Patients and Families during end-of-life**

Nurse Lead/Co-Lead: Michaela Lang

### **Investigating the Current State of Delirium Care on General Internal Medicine Units at Sinai Health: A Mixed Method Exploratory Study**

Nurse Lead/Co-Lead: Tasneem Owadally

### **Post-Surgical Voiding Trials in Gynecological Day Surgery Patients**

Nurse Lead/Co-Lead: Mary Dumlao

## Science of Care Innovation Ideas and Research Competition Projects

### **Starting the National Conversation on Building Capacity in Meeting the Training and Support Needs of Internationally-Educated Nurses**

Nurse Lead/Co-Lead: Ann Vo

### **Surveying Hospitalized Patients to Improve Patient-Centred Care [SHIP]**

Nurse Lead/Co-Lead: Emily Lovrics

### **The Patient Experience of Engaging Patient Blood Management Program and the Impact it has on their Ability to be optimized for Surgery**

Nurse Lead/Co-Lead: Amanda Sellers

### **Use of Amnion/Chorion allograft onlay for radial forearm/fibular free flap donor sites: Randomized control clinical trial**

Nurse Lead/Co-Lead: Laura Teague

### **Use of Amnion Grafting for Skin Wounds in Extremely Preterm Infants: A Pilot Study**

Nurse Lead/Co-Lead: Nicole Dantas Fernandez

### **The perceptions and experiences among caregivers and nurses associated with primary nursing care in the NICU**

Nurse Lead/Co-Lead: Alanna Doria

### **A Qualitative and Quantitative Analysis of the Y-site Compatibility of Intravenous Glucagon with Low-Dose Heparin to Reduce Intravenous Line Occlusions and Avoid Additional Intravenous Line Insertions**

Nurse Lead/Co-Lead: Angela Neish

**Comparing the effectiveness of using pull thru brushes to clean flexible endoscopes compared to wire tip bristle brushes**

Nurse Lead/Co-Lead: Anita Chin

**A pilot study on proactive disease monitoring and tailored management to improve the quality of life and mental health of people with Inflammatory Bowel Disease during pregnancy**

Nurse Lead/Co-Lead: Stephanie Paquette

**Shall We Talk? Piloting a hybrid communication enhancement intervention towards social inclusion and improved patient outcome and experience for older Chinese patients and care partners in Sinai's community mental health program**

Nurse Lead/Co-Lead: Ivy Cheung

**Family Memory Board**

Nurse Lead/Co-Lead: Annika Prashad

**Studying the Aersolization effect of ultrasonic cleaning devices post cycle completion in Hospital Settings to clean Medical Devices and the risk to the staff using these devices to better inform the types Personal Protective Equipment requirements that should be used in decontamination zones of a reprocessing suite**

Nurse Lead/Co-Lead: Tania D'Arpino

**Central Line Associated Blood Stream Infection (CLABSI) QI Project**

Nurse Lead/Co-Lead: Anna Kha

## **Judith Kauffman Science of Care Nurse Interns**

**Nurturing Competence in Care: A Holistic Approach to Alcohol Use Disorder Management through SBIRT Training for Nurses**

Nurse Lead: Kevin Li

**5 Steps to Reducing Central Line Associated Infections Among Critically Ill Patients**

Nurse Lead: Amanda Caruso

## **National Bank Nurse Research and Innovation Award**

**Using Co-Design to Implement a Perinatal Care Pathway to Guide Nursing Management of Perinatal Mental Health**

Nurse Lead: Alisha Ramlogan

