

THE BEST OF NURSING AT UHN

ENABLING INTERPROFESSIONAL COLLABORATION

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Context for The Best of Nursing

Engage as many nurses as possible at UHN in conversations to...

- ▣ articulate and build a shared understanding of the essence of excellent nursing
- ▣ energize nurses by giving them a chance to talk about what's important to them
- ▣ co-create a collective picture of what guides and drives excellent nursing that can be drawn on to support future practice, research, learning & interprofessional collaboration
- ▣ shift the culture to a more generative and possibility-focused way of being



Purpose

- ❑ To focus on where the **best of nursing** exists at UHN and to engage all nurses and key stakeholders in a dialogue
- ❑ What the **best of nursing** is
- ❑ What it takes for the **best of nursing** to flourish; and
- ❑ What would create more opportunities for the **best of nursing** in the future



Executive Project & Steering Team

- ▣ Debra Bournes
- ▣ Petrina McGrath
- ▣ Mary Jane McNally
- ▣ Barbara Fitzgerald
- ▣ Judith Hart
- ▣ Claire Mallette
- ▣ Mary Ferguson Pare



The Difference We Hoped to Make

- Nurses feel energized by opportunities to tell stories and co-create future
- Collective commitment on important next steps for nursing
- Uniqueness of nursing is honoured and used to build stronger interprofessional work
- Nurses are re-anchored in the purpose of their work
- Spaces are created for pause, reflection and connection in the day to day
- Build sustainability



Design

▣ **Appreciative Inquiry**

- ▣ A philosophy and approach that focuses the whole group on identifying its “positive core,” its greatest assets, capacities, capabilities, resources and strengths – to create new possibilities for change, action, and innovation (Johnson & Leavett, 2001).



Appreciative Inquiry

- ▣ You create more effective organizations & teams by focusing on what you want more of, not what you want less of.
- ▣ Whatever you want more of already exists, even if only in small quantities of a group.
- ▣ It's easier to create change by amplifying the positive qualities of a group or organization than by trying to fix the negative qualities.



Appreciative Inquiry

- Organizations grow in the direction of questions they ask.
- Through the act of inquiry we create the social realities we are trying to understand.
- Getting people to inquire together into the best examples of what they want more of creates its own momentum toward creating a more generative system.



The Engagement Process

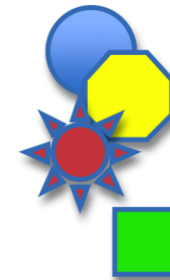
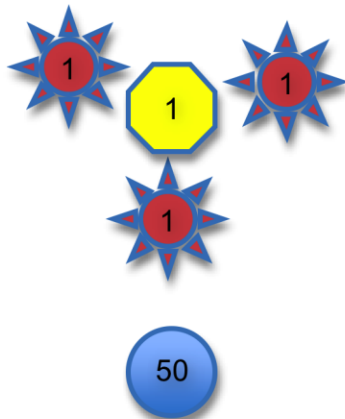
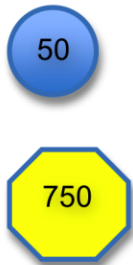


January:
Facilitators and Focus
group participants selected

February:
Each focus group member
meets with three other
nurses; facilitator training

March - April:
75 focus groups

May 12 & 13
Best of Nursing Summit



Storytelling conversations

- Think about a time when you experienced nursing at its best, at UHN or anywhere else. You felt proud and enlivened to be part of the nursing profession, and you felt, “this is why I’m a nurse.” You experienced the joy that comes from meaningful and highly valued work. Tell the story of that time. What was happening? Who was involved? What did it lead to?
- What was happening that made it possible for you to be working at your absolute best, to be living into your purpose as a nurse? What relationships, system supports, programs, or other conditions enabled this?
- Imagine that you – and your colleagues -- could be most fully at your best as a nurse as much of the time as possible... what could make this possible? What three wishes would you have for nursing at UHN?



Emerging Themes

Elevating voices of nurses

Sustainability

Celebrating today while exploring tomorrow

how connection can improve patient care and work relationships

Intimacy

Innovation

Human connection + knowledge

Strengthening Nursing supports Interprofessional Care

Power of the presence of the nurse

Connection

Fundamental commonalities

connecting nurses to purpose of their work



Reflections

- ▣ 1:1 conversations & focus groups generated powerful stories and ideas
- ▣ Created excitement and a sense of accomplishment
- ▣ Highlighted that the **best of nursing** lives in respectful & non-judgmental relationships (nurse-patient, nurse-nurse, nurse-colleague)
- ▣ Connected and changed relationships
- ▣ Generated 3 themes about the **best of nursing**



3 Key Emerging Themes

The power and the presence
of nurses in caring for
patients

Nurses connecting
knowledge and care

Creating and sustaining an
environment that enables
our best



Nursing Forum (2-day Summit)

- ▣ Engaged 225 key stakeholders - nurses, interprofessional colleagues, senior leaders
- ▣ Focused on the 3 themes
 - ▣ Landmark stories
 - ▣ Exemplar presentations
 - ▣ Dialogue
- ▣ Generated 6 strategic directions from the themes



Strategic Directions

Research and
Innovation

Expansion of the
Role of Nursing

Education &
Professional
Development

Technology-
Enabled Patient-
Centred Practice

Models of Care

Culture of
Opportunity



Impressions

- When we slowed down and told our stories, we reconnected with the most powerful, personal, spiritual reasons about why we became nurses in the first place
- When nurses talk about their stories, there is passion and emotion
- Nursing is a profound and unique blend of caring and knowledge
- Stories spanned the most memorable, profound end-of-life situations to the most hopeful examples of sharing and learning from each other



Impressions

- Time to reflect, process and make meaning with each other supports us being at our best
- The “task” moments like bathing patients give us a reason to be present, to touch, to be with patients when they most need us, and where we can pick up on subtle changes that we respond to and act on with our knowledge
- Nursing at UHN is in good hands – and we have now opened up opportunities to continue building a space where the best of nursing is enabled in all of our days



The Future

- ▣ Enable capacity of UHN to create an environment that cultivates the *best of nursing*
- ▣ Focus on a high retention environment – academic practice, lifelong learning, innovation
- ▣ Connect patients and families as true leaders in healthcare
- ▣ Deepen our knowledge of and contribution to interprofessional practice and care



Discussion and Questions

