

## New Board of Directors Announced at Annual Meeting

The Annual Meeting of the Child Health Network for the Greater Toronto Area (CHN) was held on May 9, 2002. The Honourable Dan Newman, Associate Minister of Health and Long-Term Care and Dr. Brian Postl, Chief Executive Officer of the Winnipeg Regional Health Authority were guest speakers at the event. The 2002/03 Operating Plan and the Second Annual Report for the CHN (2001/02) were tabled and approved by the membership. A new Board of Directors was also announced as follows:

- Marilyn Bruner, St Joseph's Health Centre
- Janet Davidson, Toronto East General Hospital
- Wayne Fyffe, The Credit Valley Hospital
- Alan Gayer, The Hospital for Sick Children
- Stephen Handler, North York CCAC
- Janet Harris, Durham Access to Care
- Sheila Jarvis, Bloorview MacMillan Children's Centre (Chairperson)
- Frank Lussing, York Central Hospital
- James MacLean, Markham-Stouffville Hospital
- Nancy Malcolm, Sunnybrook & Women's College HSC
- John Oliver, Halton Healthcare Services



*(From Left to Right) Dr. Andy Shennan, Medical VP, Perinatal & Gynaecology Program, Sunnybrook & Women's College; Sheila Jarvis, CHN Chair; The Honourable Dan Newman, Associate Minister of Health and Long-Term Care; Shehnaz Alidina, Executive Director, CHN.*

Appointment to the Board was based on an open nomination process involving the full CHN membership. The role of the Board will be to facilitate development of a regional system of care for mothers, newborns and children by providing strategic leadership with respect to matters of policy and broad direction. The new Board will hold its first meeting in September 2002.

### HIGHLY ACCLAIMED WORKSHOP ON FAMILY-CENTERED CARE COMING TO THE GTA

For more than a decade, there has been growing recognition of the enormous benefits that family-centered care offers to women, children, their families, providers, and health care institutions. As hospitals and CCACs struggle with issues of quality, work redesign, responsiveness to consumers, limited resources, and cost effectiveness, they are recognizing that family-centered care approaches are essential to their efforts. The CHN is pleased to be hosting a three-day workshop "Moving Forward with Family-Centered Care" conducted by the Institute for Family-Centered Care (Bethesda, Maryland). This seminar offers an exciting opportunity for CCACs and hospitals to learn new ways to integrate the philosophy of family-centered care in all aspects of planning and operations. The tentative date of the workshop is **April 9 – 13, 2003**. For further information contact Moya Johnson at (416) 813-6507.

## Performance Evaluation Project Enters Data Collection Phase

CHN's Performance Evaluation Project is on-target and has entered into a very significant phase – that of Data Collection. In earlier phases, the project focused on building a solid performance evaluation framework, criteria definitions and indicator measures.

The project now moves from a concept phase to implementation. Information is currently being accessed from a variety of primary and secondary sources, including CIHI, Criticall, hospital health records departments and CCACs. Additionally, surveys of patients, parents, clinical leaders and CEOs are being conducted to get first-hand feedback on stakeholder perceptions of the CHN's progress to date.

Throughout the data collection process, we are regularly reminded of a variety of themes:

- ✓ The need to continually take a system perspective.
- ✓ The need to ensure patient confidentiality.
- ✓ Recognition of current limitations in some information systems and differences in data definitions.
- ✓ Reminders that we are in the early stages of Network operationalization.



The implementation of performance evaluation at the system level is groundbreaking. We recognize that the availability of meaningful measures will not be a 'one-time' event. Rather, performance evaluation is expected to be an on-going,

iterative process that evolves and improves each year. All this in the interest of our ultimate goal: to continuously learn how the Child Health Network is performing and plan future strategies for success.



## CHN Membership Approves Operating Plan

In January 2002, CHN commenced a process to stimulate discussion on the strategic directions and priorities that will govern the network's work over the next eighteen months. We were pleased that 27 member organizations - representing 90% of our membership - responded to our request for feedback on the document. The plan confirms that the work of the CHN should focus on the following four core themes:

- ▶ Innovation and System-Building
- ▶ Evidence-Based Practice and Education
- ▶ Performance Monitoring and Evaluation
- ▶ Advocacy and Communications

### Selected Highlights of 2002/03 Operating Plan

- ✓ Develop a shared accountability framework
- ✓ Develop and implement paediatric transfer guidelines
- ✓ Implement a common network-wide perinatal database
- ✓ Develop standards for family centered-care and promote their adoption across the network
- ✓ Complete and release the first annual report card of CHN activities based on application of the Performance Evaluation Framework
- ✓ Implement educational workshops in response to priority areas identified by members
- ✓ Complete a capacity assessment of Hospitals and CCACs within the network.
- ✓ Develop a network-wide process for responding to risk management issues
- ✓ Develop common emergency medical directives for specific paediatric conditions
- ✓ Continue to develop evidence-based clinical guidelines based on priorities identified by the membership

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## CHN Releases Maternal/Newborn Transfer Guidelines

A series of information sessions are being held at the cluster level to officially release the maternal/newborn transfer guidelines.

### CHN Maternal/Newborn Guidelines

**Maternal Antenatal Transfer Protocol** to facilitate transfers of women with high risk pregnancies

**Neonatal Transfer Protocol** to facilitate transfers of acutely ill newborns to a higher level of care

**Neonatal Retrotransfer Protocol** to facilitate effective retro-transfers for newborns from a higher level facility to a less acute level of care

The expectation is that clusters will begin to use the guidelines and – over the next six months – provide feedback on any refinements required for improving them. Copies of the guidelines are being distributed to Chiefs of Obstetrics and Chiefs of Paediatrics across the network, as well as educational representatives at CHN member organizations who will be asked to ensure that the guidelines are disseminated and used within their organizations. Special thanks to all of the organizers of the cluster sessions and to Debbie Burke at The Credit Valley Hospital for producing the final copies of the standardized transfer forms.

## Common Perinatal Database to be Implemented Across the GTA

The CHN has approved implementation of a standardized perinatal database across the GTA. The project is based on adoption of the current database (*Niday Perinatal Database*) that was developed by the Perinatal Partnership Program of Eastern and Southeastern Ontario (PPESO).

The database uses an internet-based system accessed through Criticall. Criticall will manage all of the technical aspects of the system.

Each organization will own their own data though all users will have access to regional aggregated data. Orientation/training sessions will take place in the fall and will be based on a “train the trainer” model.

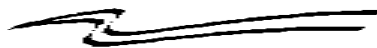
The project will also involve the CHN working in partnership with staff at the Toronto Public Health Unit. Toronto Public Health will provide consultation with respect to epidemiological standards and requirements for data collection, storage, analysis, interpretation and reporting; conduct tests for data validation; and analysis, interpretation and reporting of regional-level data. They will involve the other health units in the CHN region as well as the Central East Health Information Partnership concerning issues related to access to the data and future enhancements to the database.

## Risk and Safety Management Initiative

In May 2, 2002 the CHN brought a group of clinical and risk and safety management leaders together to discuss opportunity for enhancing dissemination of clinical issues related to risk/safety management across the GTA.

The CHN working group agreed to move forward on this initiative by:

- Developing a centralized system for dissemination of reportable safety events or issues to track and prevent similar occurrences.
- Responding to recommendations from coroners' inquests.
- Communicating on issues related to quality (e.g., infectious disease outbreaks).
- Utilizing existing repositories for information on patient safety.
- Implementing a CHN educational session on Risk and Safety Management in 2003.



## CHNs Across Canada Gather to Learn More About "Complexity Theory"

*"Stop trying to change reality by attempting to eliminate complexity."*

*David Whyte*

On June 9, 2002, members of the CHN participated in a special session involving all of the child health networks across the country. The session, organized as part of the Canadian Association of Paediatric Health Centres Conference, featured Brenda Zimmerman, Associate Professor of Strategy and Management at McGill University. Dr. Zimmerman is well known for her expertise in strategic planning, organizational leadership and change. Brenda's presentation focused on the theme *"Complexity theory in the context of network development: it's all about relationships"*. She emphasized that networks are effective vehicles for solving complex problems that can not be solved individually. However, working within a network does bring complexities of its own that demand both individuals and organizations to work together in *new* ways that acknowledge the importance of –



*"Acting and learning" at the same time  
Respecting diversity  
Developing generative relationships  
Building on what grows*

## CHN's Educational Activities Helping to Foster Change

Recently, the Education Task Force reviewed the education activities conducted by the CHN over the past year. Over 600 CHN members have participated in CHN educational activities in 2001/02. The sessions have been rated very highly by participants. The review also focused on determining the kinds of practice changes that are arising as a result of

participation at CHN educational events. Three of the areas where there have been notable changes in practice patterns were identified as follows:

- Incorporation of family-centered care principles into practice,
- Enhanced use of pain management techniques
- Growing support and momentum for incorporating evidence-based protocols and standards into practice

### Fall Line-Up:

### CHN Educational Sessions



- ✓ **September 2002:** Maternal and Newborn Transport Issues
- ✓ **October 2002:** Paediatric CTAS
- ✓ **October 2002:** NICU Discharge and Home Care
- ✓ **November 2002:** Family Centred Care: Changing Practice, Changing Attitudes (a workshop at the OHA Convention & Exhibition)
- ✓ **Fall 2002:** Emergency Nursing Paediatrics Course



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