



CHILD HEALTH NETWORK
for the Greater Toronto Area

*working together for
children's health*

NETWORK NEWS

WINTER 2004

Review of the CHN under way

In October 2003, the Ministry of Health and Long-Term Care (MOHLTC) requested that the CHN undertake a formal review of the current status of the Network.

This request was made in response to three factors, namely:

1. Results emerging from the CHN's Performance Evaluation Project (released in May 2003) confirming that some hospitals had not fully implemented the designated levels of care in accordance with the Ministry's February 2000 policy statement;
2. Issues arising from the CHN's hospital and CCAC capacity assessment projects particularly related to the capacity and resource pressures impacting on care within the Network; and
3. Constraints arising in the community and hospital sector as a result of human resource coverage issues including shortages of physician on-call coverage services at a number of hospitals.

An Internal Review Committee (IRC), comprised primarily of CHN members and Chaired by the CHN's Medical Advisor, Dr. Jonathan Tolkin, has been established to undertake the review. The IRC's final report will be completed by early February 2004.

Internal Review Committee - Mandate

To assess the current status of the regionalized system for maternal/newborn and paediatric services in the GTA, identify issues and barriers prohibiting development of the system in accordance with the original policy plan (i.e., February 2000 policy statement issued by the MOHLTC) and recommend opportunities for resolution of the issues.

The review provides the CHN with an opportunity to reflect on the progress in development of the Network and the current realities that will impact on the future needs of the Network.

Changes at the top

The CHN would like to officially welcome five new members to its Board of Directors:

- Bonnie Adamson, North York General Hospital
- Dan Carriere, Southlake Regional Health Centre
- Rob Devitt, Toronto East General Hospital
- Brian Lemon, Lakeridge Health Corporation
- Cathy Szabo, Etobicoke & York Community Care Access Centre

These members replace Marilyn Bruner (St. Joseph's Health Centre), Janet Davidson (Toronto East General), Stephen Handler

(North York CCAC), Frank Lussing (York Central), and John Oliver (Halton Healthcare).

Thanks to all of you for your dedication and commitment to the work of the Network!

A key priority to be addressed by the Board early in 2004 will be the search for a new Executive Director given the resignation of Shehnaz Alidina in November 2003. Many of the initial key milestones of the Network were achieved under Shehnaz's leadership and we wish her well in all of her future endeavors.

CHN BOARD (as of December 2003)

REPRESENTATION	CEO/ORGANIZATION
Tertiary Care Centres	Alan Gayer, The Hospital for Sick Children Sheila Jarvis, Bloorview MacMillan Children's Centre Nancy Malcolm, Sunnybrook & Women's College Health Sciences Centre
Regional Children's Health Centres/ Advanced Level II Nurseries	Bonnie Adamson, North York General Hospital * Wayne Fyffe, The Credit Valley Hospital Brian Lemon, Lakeridge Health Corporation *
Regional Children's Health Centres/Level II Nurseries	Dan Carriere, Southlake Regional Health Centre * Rob Devitt, Toronto East General Hospital *
Short Stay Paediatric Units/Level II Nurseries	James MacLean, Markham-Stouffville Hospital
Community Care Access Centres	Janet Harris, Durham Access to Care Cathy Szabo, Etobicoke & York Community Care Access Centre *

* New Members

"Quick response protocol" in place

The CHN has been praised for its work during the SARS crisis and, in particular, its efforts in bringing members together to find solutions to patient care and transfer issues during the unanticipated events surrounding the crisis.

Upon reflection of the role and response of the Network during the SARS crisis, it was recognized that the CHN did not have a formal protocol in place; that is, a well-defined structure and process to enable the Network to mobilize the strengths of its membership and the "system" to respond to emerging issues. This shortcoming was due, in part, to the nature of networks that tend to:

- Move more slowly compared to organizations with single governance and management;
- Lack final decision-making authority over individual members; and

- Focus primarily on influencing their members and generating "consensus" around certain issues and/or courses of action.

At its September 2003 meeting, the CHN's Coordinating Committee reviewed the Network's response to SARS, including the lessons learned and implications for the future. At that meeting it was agreed that the CHN should develop a "quick response protocol" for use in future "emergency" situations. The protocol defines the formal structure and processes that will allow the CHN to respond quickly and effectively to these situations in the future. The CHN's quick response protocol was approved by the Board in December 2003 and will be available on the CHN website at www.childhealthnetwork.com.

Paediatric Transfer Protocols Ready for Distribution

The Paediatric Services Task Force has completed the development of standard protocols for the transfer of children within the regionalized model of the CHN.

The protocols include:

- *Paediatric Acute Transfer Protocol* to facilitate transfers of acutely ill children to a higher level of care.
- *Paediatric Retrotransfer Protocol* to facilitate retro-transfers of children from higher to less acute levels of care.

The protocols were developed with a broad range of input from members. The standardized documentation transfer forms are available from HSC by contacting Mike Bevilacqua at (416) 813-8933 or mike.bevilacqua@sickkids.ca. The guidelines will be available on the CHN website. The goal is to have all CHN hospitals using the standardized forms by April 1st. Information on the training sessions to support dissemination and uptake of the paediatric transfer protocols will commence early in 2004.

Family-centered care standards finalized

The CHN officially released a copy of the document - *Integrating Family-Centered Care into Health Care Practice: Towards A Common Framework of Understanding*. The document articulates the core elements of a framework – including a definition and core standards of family-centered care (FCC) – that were developed as part of a consensus-building process involving CHN members and family representatives.

The development and dissemination of the FCC framework reconfirms the CHN's commit-

ment to embarking on a continuing process of reviewing what it does and how it does things in an effort to find ways to better integrate FCC into its work. The standards set the stage for CHN members (hospitals and CCACs) to work toward a common goal of implementing FCC into their programs, policies and practices. Copies of the document have been circulated to all CHN member organizations. Additional copies are available (\$2 each) by contacting the CHN Secretariat at (416) 813-6137.

Do networks make a difference?

On November 3, 2003, the CHN held a session at the OHA convention featuring Dr. Keith Provan, Professor of Public Information and Policy at the University of Arizona (Tucson). Also participating in the session was Dr. Sholom Glouberman, Consultant – Health & Everything, and Marilyn Bruner, President & CEO of St. Joseph's Health Centre and Chair of the CHN's Performance Evaluation Task Force. Dr. Provan discussed his experience

evaluating networks emphasizing a number of critical success factors for optimizing the potential of networks, including:

- The importance of moving from contractual to trusting relationships;
- The value of focusing members on achievement of common goals; and,
- The importance of a strong governance structure to ensure sustainability and accountability.

CHN poster receives award at 2003 OHA convention

The poster – *Transport Teams: Ensuring Intensive Care During Transfer of Critically Ill Children in the GTA* – received a National Best Practices Award at the 2003 OHA Convention & Exhibition. The poster was a collaborative effort of the CHN, the Hospital for Sick Children (Acute Care Transport Services) and the Critical Care Transport Unit from the Ontario Air Ambulance Base Hospital program out of Sunnybrook & Women's College Health Sciences Centre.



Left to right:

Moya Johnson (CHN),
Alison Quigley (HSC ACTS Team),
Kelly Fidler (Account Manager, Central Region, Ortho-Clinical Diagnostics),
Steve Farquhar (CCTU Team),
Dr. Hilary Whyte (Medical Director, HSC ACTS Team)

S.T.A.B.L.E. Program

This past November, the CHN coordinated a S.T.A.B.L.E. Program at Lakeridge Health Corporation (Oshawa site). Twelve nurses attended the one-day workshop that covered post-resuscitation and pre-transport stabilization for high-risk neonates. The CHN would like to acknowledge the contribution of the instructors Marion DeLand, RN, and

Wendy Mouldsdales, RN/NNP, from Sunnybrook & Women's College Health Sciences Centre. The session was a clear demonstration of the expertise and strength of members within the Network and their willingness to share information and create new opportunities to work more closely together.

Recent and upcoming CHN education sessions

DATE	TITLE/THEME	HIGHLIGHTS
October 7, 2003	<i>Improving Patient Safety: Strategies for Perinatal and Paediatric Health Care</i>	<ul style="list-style-type: none"> • Guest speakers included: Marilyn Abraham, Dr. Ross Baker, Eric Hoaken, Debbie Lauzon, Eleanor Morton, David U, Lynn Urmsen, and Maureen Wilkinson.
October 26-29, 2003	<i>Hospitals Moving Forward with Family-Centered Care</i>	<ul style="list-style-type: none"> • Over 200 people participated in this intensive three-day workshop put on by the Institute for Family-Centered Care in Bethesda, MD. • The workshop focused on practical ways to implement the practice of family-centered care into day-to-day health care practice. • <i>Special thanks to the Institute for Family-Centered Care and Beverley Johnson and her staff for working so closely with the CHN in delivering a very successful conference.</i>
November 12, 2003	<i>Paediatric Clinical Skills Day (A joint initiative of the CHN and HSC)</i>	<ul style="list-style-type: none"> • Nurses from Network hospitals and community nursing agencies participated in hands-on, interactive skill training ranging from central venous catheters, tracheostomy care, blood administration, total parenteral nutrition administration and enteral feeding tube management. • <i>Special thanks to the team at HSC led by Dauna Crooks who organized this highly successful and "sold out" workshop.</i> • Plans are under way to offer a similar workshop in 2004.
UPCOMING March 23, 2004	<i>Family-Centered Care in the Community</i>	<ul style="list-style-type: none"> • Up to 75 health care professionals and parents are expected to attend this workshop that will focus on the special needs of children and families receiving care in their homes and community and the importance of providing this care in a family-centered environment.

Reference tool for infection prevention and control disseminated

The CHN has disseminated a reference tool to assist hospitals in reviewing and strengthening their infection prevention and control protocols in the NICU and special care nurseries. The document was developed as a reference tool (rather than a strict practice guideline) in recognition of the need for individual hospitals to adapt the guideline to their own protocols

and standards. The release of the tool is timely given the heightened awareness across the health care sector of the importance of preventing infection and preventing its spread once it has taken hold in the "new normal" health care environment of today.

Special thanks to the following members of the Expert Panel who worked on the project:

- K. F. Young-Tai, Chief of Paediatrics, Mount Sinai Hospital
- M. Abraham, Manager, NICU, St. Joseph's Health Centre
- L. Streitenberger, Infection Control, The Hospital for Sick Children
- M. DeLand, NICU Educator, Sunnybrook & Women's College Health Sciences Centre
- A. Augustin, Infection Control, Sunnybrook & Women's College Health Sciences Centre
- D. DeRhyte, Special Project Coordinator, William Osler Health Centre
- D. White, Infection Control, North York General Hospital
- V. Nankooosingh, Infection Control, North York General Hospital
- B. A. Jolley, Infection Control, The Credit Valley Hospital
- J. Oldaker, NICU Educator, Mount Sinai Hospital
- W. Lee, Infection Control, Mount Sinai Hospital

Achieving a milestone: initial report on GTA's Niday perinatal database to be released

The CHN is preparing to release the first statistical report on the Niday Perinatal Database. The purpose of this interim report is to present preliminary data for the first six months post-implementation of the database. All data presented in the report is based on births that occurred between April 1–September 30, 2003. Birth events that occurred at St. Michael's Hospital and all sites of William Osler Health Centre will not be included in this report given the technical delays that have been experienced in creating and testing export files.

This report is intended to be a starting point for profiling the utility of the Niday database and demonstrating the benefits of being able to access real time data for all maternal and newborn cases in the GTA. It is anticipated that once complete data contribution from all CHN member hospitals is achieved, the benefits and utility of the database for planning, evaluation, continuous quality improvement, and benchmarking initiatives will be fully realized. The report will be available on the CHN website.



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The Child Health Network is a partnership of community and hospital providers working together to build an integrated, high-quality, family-centered health system for mothers, newborns, children and youth across the GTA. Current membership of the CHN includes nineteen hospitals that provide maternal/newborn, acute paediatric and rehabilitative services and nine Community Care Access Centres in the GTA. The Network is supported by membership fees and by contributions from the Ontario Ministry of Health and Long-Term Care.

We welcome your comments:

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